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# Overall Economic Development Plan

January 1978



Overall Economic Development Plan

April 1, 1978 - March 31, 1984

submitted to the  
Office of Economic Development  
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for the  
Boston Chinese-American Community

by the  
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Boston, Massachusetts 02111

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"When wealth is  
centralized the people  
are dispersed.  
When wealth is distributed  
the people are  
brought together."

--Confucius



# Overall Economic Development Plan

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## Executive Summary

### Introduction

There are seven documents that are included in the final submission to the U.S. Office of Economic Development. These are reviewed in summary form in Part B below.

In Part A, the contents of the Overall Economic Development Plan are reviewed in order to highlight the primary conclusions of this document.

#### Part A: Summary of the OEDP

The Overall Economic Development Plan is a six year plan for the economic development of the Chinese community in Boston. To do so, the OEDP concentrates on the strategies, needs, program and implementation of prepared development.

The need for community economic development of the Chinese community is clear. Of the city anti-poverty target areas of Boston in 1970, Chinatown had the lowest median family income (see Section 1.0). The CEDC goals of community economic development of the Boston Chinese community are defined as: human capital development, income development, wealth development, institutional development and physical land development. The economy of Boston Chinatown may be defined as: an unbalanced growth economy, with a dual labor market, and undergoing metropolitanization (see Section 2.0). The CEDC economic development strategies are: unbalanced growth, backward and forward



linkage, coalition building, and growth pole development and use of spread effects (see Section 3.0).

The economic development needs of Boston Chinatown are as follows: the construction of 680 dwelling units of new housing increasing at 90 dwelling units per year; expansion into the leading sectors of electronics and construction and out of the lagging sectors of the retail food and garment manufacturing industry, restoration of the restaurant district, and creation of development finance institutions (see Sections 3.1-3.4). The social development needs of Boston Chinatown include: English language and manpower training of 2700 Chinese increasing at 500/year; new job creation and placement of 3300/year, increasing at 500/year; youth programs particularly for immigrants; co-ordination with other social services; and, a comprehensive group health insurance plan (see Section 3.5).

In order to meet these programmatic needs, an economic development plan of Boston Chinatown has been formulated. In the first two years this includes: completion of the initial development phase of 100-150 dwelling units of housing; investment in one high-technology firm with 50 workers; start-up of a garbage collection company; possible start-up of a maintenance firm; start-up of a limited Small Business Investment Corporation; start-up of a Local Development Corporation; and, possible start-up of a Small Business Leasing Corporation.

In the next four years, the development plan includes: near completion of 100-150 dwelling units and initial development of





another 300 dwelling units of housing; investment in one medium technology firm with 25 workers per year; start-up or expansion of one construction company; start-up of a food firm in a new stage of the production process; and, investment in one project by each new development finance institution (see Sections 4.1-4.4).

In addition, a social development plan of Boston Chinatown has been formulated. In the first two years, this includes: establishment of two skills training programs; a labor market survey; employment opportunities outside of Chinatown expanded; establishment of an ESL program; establishment of a youth program; establishment of a newcomers orientation and social service program; establishment of a neighborhood security patrol; the creation of a Cultural Center; and, the formation of a Chinese Historical Society.

In the next four years, this includes: establishment of a manpower development program; and establishment of a nursing home, as well as continuance of existing social development programs (see Section 4.5).

In order to implement this development, we have the following scheme. CEDC will define the development plan by the industrial sector, project investment, business and community income accounts analyses to be done (see Section 5.1). Program management will be accomplished by a well-defined venture development process. This includes the stages of development policy formation, development planning, strict venture development,



financing design, investment decision and operational development (see Section 5.2). Program evaluation of CEDC and its venture development will be defined by a process systems model for application to CEDC which includes: outcomes of the program, processes utilized, adequacy of the performance of these processes, and the context of the operation of programs(see Section 5.3).

#### Part B: Summary of Seven Documents

To fully understand the OEDP and the foundations upon which it rests, the reader should be aware that seven other documents complement the content of this Overall Economic Development Plan. Very little information from these other documents is repeated in the OEDP. It is essential, therefore, that the reader have at least a superficial knowledge of what they contain.

1. Overall Economic Development Plan (OEDP) - This document describes the developmental needs of the Special Impact Area, the goals of CEDC as determined by those needs, the strategies planned to achieve these goals, the projects planned, program management and program evaluation as planned for the next six years.

2. Profile of the Special Impact Area (SIA) - This document contains an overview of the SIA, a brief history of the area, the physical characteristics and available facilities, new boundary developments, and environmental characteristics.

Profile of Target Population - This document contains



an overview of the target population, a history of the Chinese in Boston, with a profile of the immigrants, and of the social and economic nature of Chinese-Americans.

3. Description of the Chinese Economic Development Council (CEDC) - The third document gives a brief history of CEDC, describes the goals, the Board of Directors, community representation, staff organization and contains the resumes of CEDC staff.

4. Personnel Management System(PMS)-This document describes the CEDC decision making processes, employment policies, job descriptions, compensation and evaluation procedures, the employee guide book and board and staff training plans.

5. The Financial Management System(FMS)--This document contains the CEDC chart of accounts, accounting procedures, and purchase procedures.

6. CEDC By-Laws and Minutes - This document contains the corporate by-laws of CEDC as well as the minutes of previous board meetings.

7. The Initial Funding Proposal (IFP)-This document contains CEDC plans for the first two years of operation with CSA funding. It details the plans for the 24-month period.

8. The Budget Request (IFP) - this document contains the annual budget requests for the first and second 12 month periods of operation.



1.0 Need for Community Economic  
Development of the Chinese Community  
of Boston

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## 1.0 Need for Community Economic Development of the Chinese Community of Boston

The Chinese community is a neglected and impoverished minority group in Boston. Of the target anti-poverty areas described by the city-wide community action program, Action for Boston Community Development, Inc. (ABCD), Chinatown had the lowest median family income as of 1970. Yet in the designation of the ABCD target anti-poverty areas by 1970, Chinatown was the only area for which community action program funds were not allocated.

The profile of poverty existing in the Chinese community in 1978 is no different than that in 1970 - only worse. The income distribution of the community has shifted downward because the annual immigration of low income families has continued at a steady pace. This situation is compounded by the outmigration of higher income families to the suburbs.

The two primary sources of employment for the Chinese are, unfortunately, in stagnant and declining industries. Employment in the dominant restaurant industry has leveled off, whereas in the garment industry Chinese employment has increased although the industry as a whole has declined. Wages in the former are below the minimum. The labor force, which is increasingly semi-skilled or skilled, is suffering from high underemployment, in large part due to the language barrier.



Housing stock is both substandard and too limited to meet the needs of the immigrant population. As a result, the Chinese population is now scattering all over greater Boston.

No meaningful community action program has been established as yet in Boston Chinatown. The only manpower program is the Kwong Kow School, a bi-lingual training school funded by the city, providing for only 36 trainees each six months. The recently announced Boston Plan, the main development program of the City of Boston, failed to include redevelopment of any part of Chinatown in its three development sites. An urban renewal program in the middle of Chinatown, the South Cove Renewal Project, did complete substantial new housing construction now supplying some 425 dwelling units for primarily Chinese elderly. In short, while one housing project has been completed, no program has been established for continued housing development, and few programs have been established for business or manpower development. The needs of the Boston Chinese community have been virtually ignored by both the city and the state. Clearly, the need for community economic development in the Chinese community is great; the call to action is compelling.

The rest of this document describes the community economy, the programmatic needs for development, the strategies and plans for development, the development planning process, program management, and program evaluation for the first six years of CEDC.



## 2.0 Community Economic Development and the Community Economy

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### 2.1 Definition of Community Economic Development

### 2.2 Community Economic Development Goals



## 2.0 Community Economic Development and the Community Economy

### 2.1 Definition of Community Economic Development

At a conference held by the National Congress for Community Economic Development held in San Antonio, Texas, January 16-19, 1978, the member Community Development Corporations reached consensus on a definition of community economic development. This is as follows:

"Community economic development is a locally initiated process by which residents of distressed communities can contribute to and benefit from the self-sustained planned growth based on:

- (a) Building the capacity of a community for future social and economic progress;
- (b) Developing and strengthening the cooperation, effectiveness and efficiency of community institutions;
- (c) Improving the human skills, attitudes and their opportunities to realize their potentials of community residents;
- (d) Improving the level and distribution of the real income of the community; and
- (e) Implementing effective methods for the full use of all physical and other non-human resources."





## 2.2 Community Economic Development Goals

Based on the NCCED definition of community economic development, CEDC has defined five general goals of community economic development that govern its development activities. These general goals are: human capital development, income distribution, wealth distribution, institutional development and physical land development. They are described as follows:

Goal 1: To develop the human capital potential of Chinese residents of Boston.

This means to increase investment into the education, language training, on-the-job training, management and entrepreneurial development of Chinese residents.

Goal 2: To generate and to distribute income among Chinese residents.

This means to increase the income stream of and to redistribute the income among residents. This may be done through increasing wages, benefits, and income transfers such as social services.

Goal 3: To redistribute and to increase the wealth of Chinese residents.

This means to increase the ownership of businesses, housing and real estate by Chinese-Americans. This may be done through subsidized development finance, profit-sharing, cooperatives and so on.



Goal 4: To establish and develop institutions that will increase the social development, economic growth and the political improvement of the Chinese community.

This means to establish the CEDC as a viable development organization. In addition, CEDC will expand existing and/or start-up spin-off financial and social institutions in order to develop the family and community organizations, as well as the businesses and the political influence of the Chinese community.

Goal 5: To develop the physical land in order to increase its use for community purposes; to reduce conflicting uses and to increase the net benefits of the boundary developments to the community.

This means to undertake land development in the SIA and influence both private and public development to increase net benefits to the community.

With these goals of community economic development established, a description of the community economy follows.

## 2.3 Boston Chinatown as a Community Economy

### Introduction

Given accepted models describing the low-income urban economy, the community economy of Boston Chinatown can be described as follows: as a modified unbalanced growth model, as a modified dual labor market model, and as a modified metropolitan



model. The goals of community economic development may be understood more clearly given the perspective of Chinatown as it relates to these models.

### An Unbalanced Growth Economy

An unbalanced growth economy is defined by two industrial sectors: the leading sector and the lagging sector. The leading sector is composed of private industries and government agencies where wages are growing in both nominal and real terms. With the increasing productivity of industry, wages increase as well. The lagging sector is composed of those private industries where there is zero or lethargic productivity gain. Only with the increase of sales due to population or market share growth do wages increase, but not in real terms.

In Chinatown, the leading sector is composed of the electronics and the health industries. The lagging sector is composed of the food, tourist and garment industries. Unfortunately, virtually all of the resident Chinese owners are in the lagging sector.

### A Dual Labor Market

A dual labor market is defined as the segmentation of the labor economy into primary and secondary economies. The primary economy is usually a high technology economy with high wages; the secondary economy is usually a low technology economy,



labor-intensive with low wages. The usual secondary labor economy has three peripheral economies which are small now in Chinatown. The training economy is small due to the lack of job training programs for Chinese. The welfare economy is small. And the irregular economy (the non-legal or "hustle" economy) is now also small.

The secondary economy, however, is by far the dominant labor economy for immigrant Chinese in Boston Chinatown including employment of restaurant workers, tourist workers and stitchers. Wages are usually below minimum wage in the first two job categories.

The primary economy is still small for immigrants. For example, only 60-70 Chinese workers are employed in the electronics industry and another 60-70 in the construction industry.

In the Chinatown labor market, segmentation is due to lack of language skills, lack of Chinese business in the primary economy, and the tendency for immigrant Chinese to enter the secondary economy in part to enter the social organization of Boston Chinatown. Psychological and technological differences do exist, but the vast majority of Chinese workers are very hard working and skilled or even professional. The major impediments are cultural and institutional. Primary economy employers fail to provide programs of language training and manpower training, to help secure immigration papers, and to actively recruit Chinese laborers.





Thus, the dual labor market is dominated by the secondary economy, with strong institutional barriers.

### Metropolitanization

Metropolitanization is defined as the dispersal of core city jobs to the suburbs requiring increased housing and/or transportation costs for workers who either commute to the suburbs, or who move there.

In Boston Chinatown, dispersal of jobs has occurred in the restaurant and garment industry.

Dispersal of jobs also occurs through intergenerational mobility. That is, recent generations with greater educational and skill levels move to the suburbs and increasingly take suburban jobs in the higher skill industries.



3.0 Development Needs

3.01 Description of Special Impact Area  
and Target Group

3.1 Housing and Land Development Needs

3.2 Technology and Industrial Development Needs

3.3 Commercial Development Needs

3.4 Development Finance Needs

3.5 Social Development Needs

3.51 Manpower Development Needs

3.52 Education Development Needs

3.53 Youth Development Needs

3.54 Social Service Development Needs

3.55 Health and Elderly Development Needs

3.56 Cultural Development Needs



### 3.0 Development Needs

#### Introduction

In this section, the effects of the three models of the community economy characterizing Chinatown are defined in programmatic terms.

The metropolitanization process involves in large part, the central city developments and the construction of the urban expressway system linking the central city to the suburbs. This process has tended to reduce the size and viability of Chinatown, causing the major land development problem today. Tied closely to the reduction of land size is the reduction of housing stock which is causing the housing crisis in Chinatown.

Unbalanced growth characterizes the manufacturing and commercial development situations. This is causing the lagging sector, the base of the Chinese economy, to fall behind the growth of the leading sector, where much of the future for economic development lies. This situation is compounded by the private capital market. Financing is available in the lagging sector but is not available in the leading sector. Thus, a development finance structure is needed to increase the Chinese share in the leading sector.

The dual labor market parallels the unbalanced growth economy. The secondary labor economy is employed in the lagging sector, while the primary labor economy is employed in the leading sector. Manpower development needs arise from this situation



because the Chinese are predominant in the lagging sector.

### 3.01 Description of Special Impact Area and Target Group

#### Introduction

Before proceeding with the programmatic needs analysis, we shall define the boundaries of the Special Impact Area and the Target Group that are used to define the program needs. These program needs analysis are reviewed in terms of housing and land development, technology and industrial development, commercial development, development finance, manpower development, and social development.

#### A. The Special Impact Area (SIA)

Boston Chinatown is the home of approximately 5,000 Chinese-Americans as well as the center of many social, cultural, and economic activities of the more than 15,000 other Chinese-Americans in New England. To define the physical area of Boston Chinatown, one may divide the community into three sections, as follows:

##### ● Beach Street - Chinatown Proper

Primarily commercial and residential, this area is characterized by Chinese restaurants, grocery stores, book stores, gift shops, etc. A newly rehabilitated housing project, the Chauncy House, is located just on the outskirts of Chinatown Proper.

##### ● South Cove

Mainly a residential district, this area includes the three newest housing projects: Tai Tung Village, Mass Pike Towers and Quincy Towers.





## ● South End

This area includes owner-occupied and rental housing. The Castle Square Housing Project is also located here.

Although the boundaries of the Special Impact Area (SIA) encompass a much larger area than Boston Chinatown, the major emphasis of CEDC efforts center on the Chinese community and its surrounding developments. (see map 1) For a complete definition, see the Initial Funding Proposal, January 1978.

### B. The Target Group

The Chinese-American community in Boston is the sixth largest in the United States. The current population is estimated to be 15,000. Despite the fact that 10,000 of these Chinese are scattered throughout metropolitan Boston, Chinatown remains the focal point of their social, cultural and economic activities. The demographic profile of the community follows:

Immigration Since the mid sixties the Chinese population has more than doubled. More than 80% of the Chinese in Boston are foreign born, are primarily permanent residents (aliens who cannot vote), and have limited knowledge of English.

Sex Ratios Due to former strict immigration laws, the Chinese population has been predominantly male. Currently, elderly males still dominate the Chinese population. However, the immigrants of the 1970's tend to be much younger (ages 10-39) and will thus lower the average age of the Chinese population. The Chinese have the highest



proportion of husband/wife families of any subgroup, as well as larger families than the Boston average.

Education The Chinese present an unbalanced picture of educational standards: a few highly educated individuals at one end with a disproportionately large undereducated population at the other (i.e., there are 70% with less than an eighth grade education). Newer immigrants include a large percentage of well educated, trained professionals and skilled workers.

Employment Slightly more than three quarters of all Chinese men are employed in service trades, i.e. restaurants and laundries, and slightly less than three quarters of all Chinese women are stitchers in the garment industry. Underemployment is rampant, as there is much evidence that many recent immigrants were formally skilled or highly trained professional and managerial workers who have been forced to shift to less skilled occupations due to the language barrier.

For a complete description, see the Initial Funding Proposal, January 1978.

Analyses of individual programmatic needs follows.







### 3.1 Housing and Land Development Needs

#### Introduction

Increased housing development is a crucial need. As described herein, there are four aspects of the housing need situation in Chinatown. To begin with, although there is a high amount of housing stock developed for elderly, there is not sufficient housing to meet the demands of individuals and large families. Thus, there is a need for single-room and large family owned dwelling units. Second, any new housing developed must have substantial rental subsidies to compete with the existing below market rents. Third, there is a need for substantial rehabilitation of particularly rental housing. Finally, while there is a high degree of Chinese ownership of the rental housing in Chinatown already, ownership needs to be increased even further.

Similarly, increased development of land for use by residents of Chinatown is a crucial need today. There are three reasons for this land situation. First, there has been an overwhelming expansion of public, non-profit, and private institutions into Chinatown. The second factor is the limited (though increasing) amount of Chinese land use given the continuous Chinese immigration. Third, high development pressures at the boundary of Chinatown make further land development for community purposes within Chinatown difficult if not problematic.





### 3.11 Land Needs

#### Institutional Expansion

The land area of Chinatown has been reduced by the expansion of local industry, urban expressways and a major university/hospital complex. During the 1920's the expansion of the Garment District into the eastern edge of Chinatown reduced the Chinese housing stock substantially. During the 1950's, the construction of the Fitzgerald Expressway, also called the Central Artery (Route 3), again took substantial industrial, restaurant and residential stock. The construction of the Massachusetts Turnpike Extension also took substantial residential stock. (see Table 3.1) Finally, during the 1960-70's, Tufts New England Medical Center (TNEMC), the umbrella organization of Tufts University Schools of Medicine and Dental Medicine, Pratt Clinic-New England Center Hospital, Boston Dispensary and Boston Floating Hospital, took a substantial amount of housing stock. From 1938 to 1965, the land of Boston Chinatown excluding the South End was reduced from 28.5 to 19.8 acres. (see Table 3.2)

#### Limited Stock

Boston Chinatown Proper has only 1.4 million square feet or 32 acres of space (including non-street floors). First and second floor commercial space is under utilized at 11.7 acres. Residential space is saturated at 4 acres.

Parking facilities are inadequate at .8 acres. And vacant land is minimal, though half is used for parking (see Table 3.3).



Chinese-owned buildings demonstrate that there is substantially higher use of space for residential and community purposes (nearly three times), than for industrial space.

Chinese own 72 of the 106 buildings in Boston Chinatown Proper, but use only 35% of the space. (see Table 3.4)

#### Immigration Pressures

Annual Chinese immigration both into Boston and to Massachusetts tripled in 1966 with the relaxation of federal immigration quotas. (see Table 3.5)

As a result, the population of Chinese in Boston doubled between the years 1960-70. By 1980, the population should increase by the same amount. (see Table 3.6)

This population boom is putting great pressures on Boston Chinatown developing housing and employment for the newcomers.

#### Boundary Development Pressures: Escalating Land Prices

Boston Chinatown is unique as an ethnic neighborhood located downtown, close to a number of essential functions of the central city. The current city administration plans several major mixed private/public developments to develop the New Boston of the 1980's. In addition, the State plans several urban transportation developments to correct key mistakes of the rail and road transportation system. Finally, individual private development continues during the completion of the twenty year old federal urban renewal projects of major neighborhoods. Each of these three trends affect Chinatown.



The mixed private/public developments affecting Chinatown include Park Plaza and Lafayette Plaza. The state transportation developments include the South Station and Central Artery redevelopment. (A description of the major developments can be found in Table 3.7.)

These developments represent threats to Boston Chinatown in two ways. First, the land uses represented in these developments conflict with the residential nature of Boston Chinatown. They are supportive however of the tourist nature of the restaurant industry. Secondly, the major expected investment of anywhere from \$390 million to \$1.4 billion in these developments is causing an escalation in land prices. Some key parcels with development potential have tripled in price in the last three years. (see Table 3.8)

#### Population Dispersal

One of the inescapable conclusions of land development for Chinatown is the continued dispersion of the population. The combination of the decreased stock, the rise of new construction costs, the escalation of land prices due to the boundary development pressures, and the constant influx of new immigrants lead to dispersal of Chinese to other parts of Boston.

This dispersal pattern is bi-polar. That is, Chinatown is increasingly concentrated with the new immigrants, now almost 40% of all Chinese in Boston. And Allston-Brighton has about 20% of all Chinese in Boston. Finally, the amount



of dispersal outside Chinatown, Allston-Brighton and Parker Hill-Fenway is dropping to near 30%. (see Table 3.9)

### 3.12 Housing Needs

#### Shift in the Mix of Housing Needs

Since the freeze on federally-subsidized housing development under the Nixon administration in 1972, predominantly elderly housing has been constructed in Chinatown. Present evidence suggests that the Chinese elderly housing market in Boston is now saturated. Few of the current wave of Chinese immigrants are 60 years and over in age (see Table 3.10). For example Quincy Towers in Chinatown now has a vacancy list of six subsidized apartments for the elderly. Clearly, the most pressing need is non-elderly housing. (For details on the new Federal housing projects, see Appendix I.)

The residents in Chinatown need efficiency size and large family dwelling units (see Table 3.11). Overcrowding occurs in the mid-size range, a situation which occurs more than elsewhere in the city. This is due to the predominance of the extended family among the Chinese. It is expected that if these needs are filled, the middle-sized dwelling units will be occupied by future immigrant families.

#### Poor Housing Conditions, Low Rents, High Ownership and Length of Residency

Due to the low income and lack of funds of Chinese homeowners in Boston Chinatown, Chinese choose to disinvest in housing. This





has two effects. First, housing is in poor condition. About 60% of the housing is deteriorated and another 15% is dilapidated (see Table 3.12). Second, rental housing is also very cheap. Almost all housing rents are below the 25% of gross income maximum rent suggested by HUD rental subsidy guidelines. (see Table 3.13)

It should be noted that Chinese own half of all housing in Chinatown (see map and Table 3.14).

Length of residency cuts off sharply at ten years or more. This reflects the transient nature of Chinatown. Once parental savings (partially from housing disinvestment and minimal luxury purchases) and progenic support (from large families and adult children working but living at home) are sufficient, Chinese families choose to move out to the suburbs (see Table 3-15).

#### Estimated Housing Needs

Present housing stock is estimated at about 1400 dwelling units in all of Chinatown (see Table 3.16). It is possible to project a need for about 700 dwelling units of new housing stock presently increasing at 90 dwelling units per year as long as net immigration continues at present levels. The key problem in housing is overcrowding.

In addition, CEDC expects a need to rehabilitate another 1000 dwelling units or so. The primary reason for this is the disinvestment behavior described earlier (see Table 3.17).



CEDC estimates the cost of such a housing development program at \$27 million now plus another \$3 million per year hereafter (see Table 3.18).

### Conclusion

The housing and land development needs for the SIA are as follows:

- to increase the quantity and quality of housing stock and commercial space
- to increase rent subsidies
- to increase Chinese property ownership and land control
- to convert existing uses from declining industries to community uses
- to develop 700 new dwelling units now, increasing at 90 units a year
- to rehabilitate approximately 1000 substandard dwelling units.

In summary, housing and land development is a need in the SIA because the target group has increased its population by ten fold in the last 30 years while the housing stock has been reduced by one third through urban renewal projects, institutional expansion and urban expressway construction.



Table 3.1

Displacement Due to Institutional  
Expansion and Urban Expressway Construction (1977)

	Housing (dwelling units )	Residents	Restaurant	Industries	Other
Central Artery	58	250	3-4	approx. 10 garment leather shops	1/2 of CMA 750mm bldg
Mass. Turnpike	360	950	---	---	---
TNEMC		---	---	---	---
Total	418	1200	3-4	approx 10	1/2 of CMA 750mm bldg

Sources: (1) Yoneoka, B. "The Politics of the Construction of the  
Central Artery and the Massachusetts Turnpike  
Extension through Boston Chinatown" CBCTC March 1971

(2) "Boston Chinatown", BRA 1972



Table 3.2

Shrinkage of Chinatown  
(Excluding the South End) 1938-65 (in acres)

	<u>1938</u>	<u>1965</u>
Boston Chinatown	28.5	19.8

Source: "Boston Chinatown", Boston Redevelopment Authority (BRA) 1972.

Table 3.3

Summary Land Use of Chinatown  
(Excluding South End) 1973

<u>Use</u>	<u>Total Sq. Ft.</u>	<u>% Total Sq. Ft.</u>
Residential	174K	12%
Commercial	492K	35%
Industrial	511K	37%
Social/Community	93K	7%
Parking	35K	3%
Vacant	<u>90K</u>	<u>6%</u>
Total	1,395K	100%

Source: Beach Street Area of Chinatown, BRA, June 1973





Table 3.4

Summary of Chinese Use of Land in Chinatown  
(Excluding South End) 1973

<u>Chinese Uses</u>	<u>By Sq. Ft. of Usable Floor Space</u>	<u>% Total Sq. Ft.</u>
Residential	153K	31.3%
Community	123K	26.1%
Industrial	-	-
Social/Community	92K	18.8%
Parking	8K	1.6%
Vacant	27K	5.6%
 <u>Non-Chinese Uses</u>		
Community	17K	3.5%
Industrial	64K	13.1%
Total	490K	100.0%

Source: Beach Street Area of Chinatown, BRA, June 1973



Table 3.5

Chinese Immigration to  
Boston and Massachusetts<sup>1</sup> (1958-1975)

<u>Reported City Destination</u>	<u>Fiscal Year</u>				
	<u>1958</u>	<u>1965</u>	<u>1966</u>	<u>1969</u>	<u>1975</u>
Boston	42	92	312	211	240
Other Mass	64	60	174	261	356
Total Massachusetts	106	152	486	472	596

<sup>1</sup>Includes immigrants born in China and Taiwan only.

Source: Immigration and Naturalization Service, U.S. Department of Justice, Annual Report, 1958 through 1975, Tables 12A and 12B.



Table 3.6  
Increasing Chinese Population in  
Massachusetts and Boston  
1848-1977

<u>Year</u>	<u>Massachusetts</u>	<u>Boston</u>
1848	400	250
1943	NA	1,300
1960	6,745	5,564
1970	14,102	12,025
1975	15,656	NA
1977	16,320*	14,000**

Remarks: NA means Not Available

\* Figure is projected from the 1975 population based on an annual increase of 330 Chinese approximately.

\*\* Figure is projected from the 1970 population based on an annual increase of 300 Chinese approximately.

Source: U.S. Department of Commerce, Bureau of the Census, Subject Reports, PC(2)1C(1960), PC(2)1C(1970); Population Estimates and Projections, Series P-25, No. 633, July 1976.



Table 3.7

Major Developments Planned on the  
Boundary of Boston Chinatown (1977)

<u>Location to Chinatown</u>	<u>Project</u>	<u>Description</u>	<u>Estimated Value</u>
West	Park Plaza Phase I:	Downtown Hotel/Luxury Apartment Complex plus State Trans- portation Center	\$150-170mm
	Phase II:	Combat Zone Redeve- lopment	
North	Jordan Marsh Lafayette Place:	Downtown Retail Development	\$68mm
	South Station:	Hotel sports arena	\$118mm
East	Central Artery:	Depression of Fitzgerald Expressway	\$26mm 1 billion
South	South End Urban Renewal:	FHA financing of rehabilitation efforts in middle class housing	N.A.
	MBTA New Orange Line:	Construction of a new transit line	\$26mm
Total Investment Value:			<hr/> \$388mm-1.4b

Sources: 1) Boston Globe, December 20, 1977  
 2) Alice Boelter, BRA 12/77  
 3) Jack Kennedy, Coordinator for South End, BRA 12/77





Table 3.8

Example of the Effect of Boundary Development Pressure on the  
Rise in Land Prices in Boston Chinatown (1974-1977)

Inside Boston Chinatown Proper

	<u>1975</u>	<u>1977</u>
9 Knapp Street	\$180K	\$200K

Inside Boston Chinatown but at the Boundary of Lafayette Place  
Development Project.

	<u>1974</u>	<u>1977</u>
Edinboro Parcel A: (2-20 Edinboro Parcel)	\$250K	\$750K
23 Edinboro Parcel	\$ 40K	\$500K
25-33 Edinboro Parcel	\$200K	\$400K

Sources: CEDC Venture Development Staff, December, 1977.



Table 3.9

Population Dispersal (1960-1980)

A: Chinese Residence Patterns

	<u>1960</u>	<u>%</u>	<u>1970</u>	<u>%</u>	<u>Projection</u>	
					<u>1980</u>	<u>%</u>
Allston-Brighton	260	5.0%	1840	15.2%	2970	20%
Parker Hill- Fenway	673	12.8%	1400	11.6%	1850	12%
Roxbury-North Dorchester	585	10.8%	240	2.0%		
Chinatown	2503	47.5%	4160	34.7%	5700	38%
Other parts of the city (includes 8 neighborhoods)	<u>1245</u>	<u>23.6%</u>	<u>4360</u>	<u>36.3%</u>	<u>4480</u>	<u>30%</u>
Total	5,266	100%	12,000	100%	15,000	100%

B. Growth Rates of Chinese Population in Key Areas

	<u>1960-1970</u>	<u>Projection</u> <u>1971-1980</u>
Allston-Brighton	608%	63%
Parker Hill-Fenway	108%	36%
Roxbury-North Dorchester	(59%)	---
Chinatown	66%	37%
Other parts of the city (includes 8 neighborhoods)	<u>250%</u>	<u>3%</u>
Average	128%	25%

Source: 1) Sullivan, Charles E. and Hatch, Kathlyn, The Chinese in Boston, 1970 ABCD, 1970  
 2) Planning and Evaluation Department, ABCD, 1970  
 3) CEDC Venture Development Staff, January 1978



Table 3.10

Age of Chinese Immigrants to USA (1969)

Age	Grand Total	Distribution
Under 5	1,308	6.2%
5 - 9	1,880	9.0%
10 - 19	4,001	19.1%
20 - 29	4,334	20.7%
30 - 39	4,160	19.9%
40 - 49	2,459	11.8%
50 - 59	1,494	7.1%
60 - 69	856	4.1%
70 - 79	356	1.7%
Over 80	<u>76</u>	<u>0.4%</u>
Total	20,924	100.0%

Source: Immigration and Naturalization Service, U.S.  
Department of Justice, Annual Report, 1969,  
Table 9.



Table 3.11

Room Size Needs of New Dwelling Units  
in Boston Chinatown (1970)

<u>Persons Per Household = (Persons/ Dwelling Unit)</u>	<u>Number of Households</u>	<u>Number of Rooms Available</u>	<u>Need</u>
1	310	150	160
2	240	220	20
3	220	280	(Surplus 60)
4	200	250	(Surplus 50)
5	150	280	(Surplus 130)
6 or more	280	220	60
	—	—	—
Total	1400	1400	

Source: 1) U.S. Department of Commerce, Bureau of the Census, 1970  
2) CEDC Venture Development Staff Estimates 12/30/77





Table 3.12

Housing Conditions in Chinatown  
Compared to Boston (1970)

<u>Conditions</u>	<u>Chinatown</u>	<u>City of Boston</u>
<u>Dwelling Units</u>		
Sound <sup>1</sup>	28%	86%
Deteriorating	58%	14%
Dilapidated	14%	
TOTAL	100%	100%

<sup>1</sup>The U.S. Department of Commerce defines sound housing as that which has defects that can be corrected during regular maintenance. Deteriorated housing has defects of an intermediate nature that must be corrected if a building is to provide safe and adequate shelter, and dilapidated housing is defined as inadequate and unsafe, requiring extensive repair or rebuilding.

Sources: Unofficial BRA estimate, 1970, and Boston Area Survey.



Table 3.13

The Low Level of Rents in  
Boston Chinatown - South Cove (1967)

<u>Monthly Rent</u>	<u>Distribution of Population That Could Pay Maximum of 25% of Annual Income</u>	<u>Actual Distribution of Population That Do Pay Given Rent</u>
\$20	4.4%	1%
\$20-\$39	2.2%	28%
\$40-\$59	3.9%	13%
\$60-\$79	9.4%	22%
\$80-\$99	11.0%	20%
\$100-\$119	7.4%	15%
\$120 and above	<u>61.2%</u>	<u>1%</u>
Total	100%	100%

Sources: 1) 1969 Boston Area Survey  
2) Diagnostic Report of the Residents to be  
Relocated, South Cove Urban Renewal Project  
1967, BRA



Table 3.14

Housing Ownership Patterns in  
Boston South Cove (1969)

Percentage of all Households

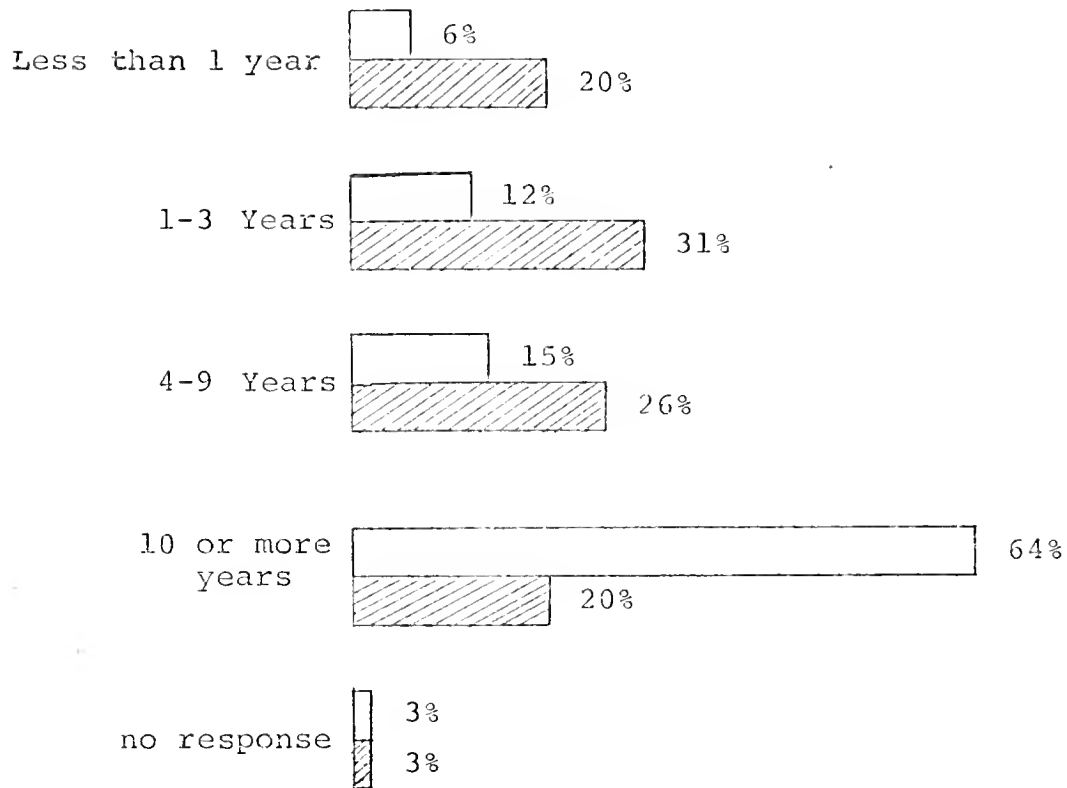
Renter Occupied-(Chinese)	66%
Renter Occupied-(Non Chinese)	27%
Sub-Tenants	<u>1%</u>
Total Renters - Subtotal	94%
Owners Occupied	<u>6%</u>
Total	100%

Sources: 1) 1969 Boston Area Survey  
2) Diagnostic Report of Residents to be Relocated, South Cove Urban Renewal Project, 1967, BRA.



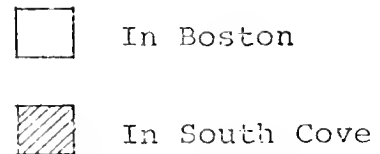
Table 3.15

Length of Residency in  
Boston South Cove  
Compared to Boston (1967)



Percentage of all households (410)

Sample



Source: Diagnostic Report of the Residents to be Relocated,  
South Cove Urban Renewal Project, 1967, BRA.





Table 3.16

Housing Stock in  
Boston Chinatown (1977)

	<u>Number of Dwelling Units</u>
Chinatown Proper	250
South Cove	746
South End	404
Boston Chinatown	<u>1400</u>

- Sources:
- 1) BRA South Cove Relocation Plan, 1967
  - 2) Interviews with Mr. Armstrong, manager of Chauncey House, Ms. Pamela Petrie, manager of Quincy Towers Association and Ms. Shirley Lee, manager of Tai Tung Village and Mass Pike Towers
  - 3) CEDC Venture Development Staff, 12/31/77



Table 3.17

Estimated Housing Needs of  
Boston Chinatown (1977)

	<u>Population</u>	<u>Dwelling Units</u>
Immigration less outmigration (dispersal and intergenerational)	450 <u>(150)</u>	_____
Net in-migration	300/year	110/year
Births	93	
less deaths	(145)	
Net Births	(52)/year	(20)
Overcrowding (to reach Boston average)	2023	<u>590</u>
Total new housing required		680 dwelling units plus 90/year
Deteriorated		810
Dilapidated		<u>195</u>
Total rehabilitation of existing housing required		1005 dwelling units

NB: This does not include locational preference to move to Chinatown from other areas from sound, uncrowded housing.

Source: 1) Leong, William, "Progress Report to the Working Committee of the Impact Council", 1974  
2) Unofficial BRA estimate, 1970, and Boston Area Survey, 1970



Table 3.18

Estimated Cost of Housing Development  
in Boston Chinatown (1977)

<u>Type of Housing</u>	<u>Dwelling Units</u>	<u>Cost/Dwell- ing Unit</u>	<u>Total Cost</u>
New Housing	680 (increasing by) 90/year	\$30K	\$20.7mm plus 2.7mm/ year
Limited Rehabilitation of Existing Housing			
1. deteriorated	810	\$5K	4.1mm
2. dilapidated	195	\$10K	2.0mm
Total Cost			<hr/> \$26.8mm plus 2.7mm/ year

- Sources:
- 1) BRA South Cove Relocation Report, 1967
  - 2) Interviews with Mr. Armstrong, manager of Chauncey House, Ms. Pamela Petrie, manager of Quincy Towers Association and Ms. Shirley Lee, manager of Tai Tung Village and Mass Pike Towers 11/77
  - 3) CEDC Venture Development Staff, 12/28/77
  - 4) Merchant, Edward, GBCD, 12/28/77



## 3.2 Technology and Industrial Development

### Introduction

The industrial structure of Chinatown is heavily weighted toward two sectors, manufacturing and retail. Of about 160 firms located in Boston Chinatown, roughly 65 are in manufacturing and about 75 are in retail (see Table 3.19). To put this in another perspective, in terms of employment available, out of about 4200 jobs, manufacturing supplies about 3700 and retail another 400 jobs (see Table 3-20). For this reason, we focus on manufacturing in this section.

### Manufacturing: Dominated by the Garment, Leather and the Electronics Industry

The manufacturing structure in Chinatown is dominated by three industries: the garment industry, the leather and its related industries, and the electronics industry. Annual sales for these industries are estimated to be about \$26 million, \$10 million, and \$43 million respectively. An additional \$5 million in sales is generated by other sectors, resulting in total annual manufacturing sales of \$84 million in Chinatown.

The industrial structure of manufacturing is dual in nature. The older industries, the garment and leather industries, are small operations, accounting for 52 shops or firms out of a total of 64





in the community. Electronics is the newest industry and is rapidly expanding; the largest firm, Teradyne, accounts for half of the total annual sales of the manufacturing industry (see Table 3.21).

The growth of the manufacturing industry in the community is also dual in nature. The older industries are in decline. The number of garment shops has been reduced by half since World War II. The assumption can be drawn that sales have declined even further. On the other hand, the newest industry, electronics, has blossomed from having no representation in the early 1950's, to two large firms at present. (For a full listing of companies in the SIA, see Appendices II, III, and IV.)

#### Low Chinese Share of Manufacturing

The Chinese have a very low share of the manufacturing industry structure. CEDC counted about six Chinese held firms, with only a little over \$3 million in annual sales (see Table 3.22). In 1977, a Chinese entrepreneur, with the support of CEDC, made the first entry into the newest industry, electronics.

#### Chinese Owned Manufacturing is in Declining Industries

Chinese owned manufacturing is, in large part, concentrated in the garment industry, a declining industry, and the printing industry, a stable industry. Both industries are in the lagging sector. There is only one Chinese firm, the electronics firm,



## Little Relocation of Manufacturing Firms Back Into Chinatown

The flight of garment and leather shops out of Chinatown has left substantial vacant space available in prime locations. The area offers a semi-skilled or skilled and diligent resident work force, solid structure, and proximity to the South East Expressway. No concerted marketing or industrial location program effort has been mounted to locate firms in the area. Nor have any turnkey programs been examined for investment.

## Few Chinese Firms in Construction

Due to the boundary developments of Chinatown planned in the next decade, substantial construction activity will be funded. We estimate a minimum of \$160 million is to be spent on construction contracts (see Table 3.24). There are, however, only two Chinese owned construction firms. Both of these operate on a subcontracting basis only.

## Conclusion

The industrial development needs of Boston Chinatown are:

- to increase Chinese ownership in manufacturing
- to increase Chinese manufacturing in leading sectors (i.e. medium- or high-technologies)
- to stem the out-immigration of manufacturing firms
- to investigate buying-out closing manufacturers



in the leading sector (see Table 3.23).

Chinese Owned Manufacturing is in Medium- to  
Low-Technology Industries

Chinese owned manufacturing is also not in high-technology industries. The garment shops are all medium technology. Printing shops are automated but have a very low scale of economics of production. The electronics firms is still only assembling and testing circuit boards.

Few Chinese Entrepreneurs in Manufacturing

There is a dearth of Chinese entrepreneurs in manufacturing enterprises. A few entrepreneurs come from Taiwan and Hong Kong; many more are affiliated with M.I.T. and the Route 128 high-technology firms. Few of these past or potential entrepreneurs, however, have started ventures in Boston Chinatown.

Little Buy-Out of Manufacturing Firms Planning to  
Leave Boston Chinatown

Although many garment and leather shops have moved out of the area or gone out of business over the last 30 years, no attempt has been made to either keep shops in Chinatown or to buy them out. Sometimes shops require funds for rehabilitation, expansion, and/or purchase of new machinery. If space or financing is not available, these businesses may move to larger quarters by the waterfront and airport. Sometimes owners simply grow old and decide to retire, which effectively closes a viable business unless a buyer can be found.



- ④ to relocate new firms back into Boston Chinatown
- ④ to investigate turnkey potential for industrial development
- ④ to expand Chinese-construction companies

In summary, technology and industrial development is needed because employment and ownership of the Chinese is concentrated in the declining restaurant and garment industries and requires diversification into growth industries to provide employment and ownership opportunities.





Table 3.19

Industrial Structure of Boston Chinatown (1977)

<u>INDUSTRY</u>	<u>No. of Co.</u>	<u>Sales</u>
Manufacturers	64	\$ 84.1 MM
Construction	2	NA
Transportation & Public Utilities	5	NA
Wholesale	9	2.8 MM
Retail	76	2.2 MM
Finance, Insurance & Real Estate	2	NA
Services	NA	NA
Total	159	\$ 89.0 MM

Sources: 1) Dun & Bradstreet, Market Identifies, 9/22/77

2) Manufacturing Industries Directory 1974-975

3) CEDC Venture Development Staff Estimates, 1/13/78

NB: Estimates currently under revision



Table 3.20

Employment Structure of Boston Chinatown Chinese and Non-Chinese (1977)

<u>Industry</u>	<u>No. of Co.</u>	<u>Jobs</u>
Manufacture	64	3735
Construction	2	NA
Transportation & Public Utilities	5	NA
Wholesale	9	75
Retail	76	400
Finance, Inst. & Real Estate	2	NA
Services	NA	NA
Total	130	4210

Sources: 1) Dun & Bradstreet, Market Identities, 9/22/77

2) Manufacturing Industries Directory 1974-1975

3) CEDC Venture Development Staff Estimates, 1/13/78

NB: Estimates currently under revision



Table 3.22

Chinese-Owned Share of  
Manufacturing Firms in Boston Chinatown (1977)

<u>Industry</u>	<u>No. of Co.</u>	<u>% of Co.</u>	<u>Sales</u>
Electronics	1	50%	\$ .4mm
Carment	1	2%	.6mm
Leather	0	0	-----
Printing	4	40%	2.1mm
Footwear	0	0	-----
Total	6	9.4%	3.1mm

- Sources: 1) Lee, Man-Leung. Manpower & Employment in the Boston Chinese Community. Thesis for the Degree of Masters of Urban Affairs. BU Metropolitan College, July, 1977.
- 2) CEDC Venture Development Staff Estimates, 1/13/78



Table 3.21

Manufacturing Structure of Boston Chinatown (1977)

<u>Industry</u>	<u>No. of Co.</u>	<u>Sales</u>	<u>% By Sales</u>
Electronics	2	\$ 42.8mm	51
Garment	42	25.9mm (est.)	31
Leather	7	6.9mm	8.2
Printing	10	5.3mm	6.0
Footwear	3	3.2mm	3.8
Total	64	\$ 84.1mm	100%

Sources: 1) Dun & Bradstreet, Market Indicators 9/22/77  
2) Manufacturing Industries Directory 1974-75  
3) CEDC Venture Development Staff Estimates, 12/28/77





Table 3.23 •

Decline & Growth of

The Major Manufacturing Sectors in Boston Chinatown (1977)

	<u>1945</u>	<u>1977</u>
<u>Industry</u>		
Electronics	0	2
Garment	80 (est.)	43
Leather	NA	7
	<hr/>	<hr/>
Total	90 (est.)	52

Sources: 1) Dun & Bradstreet, Market Indicators 9/22/77  
2) Milton Kaplan, Manager, ILGWU Joint Board, 12/77  
3) CEDC Venture Development Staff Estimates, 1/2/78



Table 3.24

Estimated Construction Contracts of  
Boundary Developments (1978-1988)

Construction Costs

Park Plaza Phase I	N.A.
Phase II	N.A.
South Station Hotel	55 million
Arena	25.30 million
Lafayette Place	52 million
MBTA New Orange Line	26 million
<hr/>	
Total	\$158 - \$163 million

Sources: (1) Central Transportation Planning Board  
Southwest Corridor Office  
Ken Kruckmeyer January, 1978

(2) BRA Alice Boelter Jan 4, 1978  
Phil Ziegler Jan 24, 1973



### 3.3 Commercial Development

#### Introduction

The commercial industry of Chinatown is dominated by the food industry. This industry is composed of the restaurant, grocery, food wholesale and related industries. (see Table 3.25) The problems are the saturation of restaurants; the lack of Chinese food wholesalers, food processors, and food producers; and the need for physical clean-up of the area.

CEDC sees a need to investigate diversification into commercial industries other than food.

#### Food Retailing - Saturation of the Chinese Restaurant

The Chinese restaurant is traditionally wholly-owned by Chinese. It has been the mainstay of Chinese commercial industry in Boston and is the chief avenue for local entrepreneurs. Today, the restaurant industry is virtually saturated. In Chinatown during the past 30 years, the number of restaurants has hovered around 25. (see Table 3.26) Since 1950 ownership has been highly decentralized. In other words, in Chinatown successful restaurant entrepreneurs have rarely opened more than one large profitable establishment.

The major share of growth in the restaurant industry is clearly in the suburbs of Boston. Since 1950, the number of Chinese restaurants in outlying areas has multiplied twelve-fold. This is a reflection of the dispersal of the Chinese population through-out Boston. This continued growth would indicate that



the major share of Chinese entrepreneurs entering Boston industries are entering the restaurant business. Closings of restaurants in Chinatown proper are frequent. For example, five restaurants have closed in the last three years, an annual turnover rate of 11% a year. (see Table 3.27) The closing rate, however, is balanced by the same number of openings.

The one type of restaurant which has not opened within Chinatown proper is a luxury, first-class restaurant. Szechuan food is also missing. (see Table 3.28)

#### Food Wholesaling - Lack of Chinese Firms

There are 52 food wholesalers in the Boston area which are supplying Chinese restaurants in both Chinatown and the suburbs. Of these, only nine are Chinese owned. (see Tables 3.29 and 3.30) Out of annual purchases of \$21 million in the four major food lines of restaurants in Chinatown (meat, seafood, vegetables, groceries), only \$3.6 million in sales are generated by the four major Chinese suppliers. At present, no Chinese wholesalers are in the highly competitive lines such as meat or seafoods. There is potential of growth for Chinese wholesalers to double the present volume in the product lines of vegetables and groceries. (see Table 3.31)

#### Lack of Backward Linkages in the Food Industry

Chinese entrepreneurs are poorly represented in the food





processing and food production stages. Most processed foods and agricultural goods are traded goods imported from Taiwan. In Chinatown alone, there are 13 trading companies. The potential for import substitution and backward linkage should be investigated. The cannibalization effects of increasing food processing or food production on decreasing of business by trading companies must be examined. In addition, entry into new industries may generate competitive responses. These must also be examined closely.

#### Detraction From the Restaurant Industry

Of the factors limiting sales in the restaurant industry in Chinatown, the two primary ones are controllable by local management. These are modernization of restaurant restroom facilities, and of garbage collection.

Restroom facilities in Chinese restaurants in Chinatown are not sanitary. Out of the 17 restaurants surveyed in Boston Chinatown, 9 have moderate bathroom facilities and 8 have poor bathroom facilities and 1 has no bathroom at all. Apparently, Chinese restaurant owners choose not to invest in bathrooms, deeming them a luxury they can do without. Middle class customers, however, see clean bathrooms as a necessity to enjoying meals. Many tourist customers choose not to come a second time because of this. Therefore, bathroom modernization is essential to increasing sales in restaurants. (see Table 3.32)

Similarly, garbage disposal from Chinese restaurants on the



streets of Chinatown is unsightly (though not necessarily unsanitary). Due to the small sidewalks and limited vacant land in Chinatown, garbage disposal on the sidewalks blocks the passage of potential restaurant customers. Certainly, the sight of garbage is not the most appetizing view for customers, particularly after a meal. Improved garbage collection to remove unsightly garbage is also essential to increasing business. (see Table 3.33)

### Business Development Needs of Food Industry

Restaurant entrepreneurs are in need of a number of services in order to establish their businesses. These services include, but are not limited to, the following:

- immigration law counseling;
- licensing from tax building inspection department, health authorities, liquor board and other housing authority;
- accounting services to meet federal, state and local taxes, workmen's compensation, social security requirements;
- financing from government development finance institutions, particularly the Small Business Administration under its section 502 program.

Several new entrepreneurs in Chinatown fail because of the lack of these resources.

### Conclusion

Therefore, the needs of the community in order to stimulate



commercial development include:

- o backward linkage into food wholesaling, food processing, and food production;
- o physical restoration, particularly central garbage collection and restaurant restroom maintenance;
- o business development support for immigration, licensing, accounting, subsidized financing;
- o investigation of diversification into commercial industries other than food.

In summary, commercial development is needed because the restaurant industry, which is the community economic base, is saturated and suffers from the physical appearance of the commercial district which requires immediate restoration.



Table 3.25 ,

Chinese Commercial Structure of Boston Chinatown (1977)

<u>Industry</u>	<u>Number</u>	<u>Sales</u>
Restaurants	23	\$8mm
Food Retail	19	8mm
Other Retail	16	NA
Food Wholesale	8	1mm
Other Wholesale	1	1.75mm
Trade	18	1.5mm
<hr/>		
Total	85	\$ 4.95mm

Sources: Boston Chinatown's Business Office of Public Service,  
City Hall, Boston, MA., 1976

CERC Venture Development Staff, 1/7/78





Table 3.26

Saturation of Chinese Restaurants in  
Boston Chinatown (1940-76) \*

	<u>1940</u>	<u>1950</u>	<u>1960</u>	<u>1970</u>	<u>1976</u>
Chinatown	7	26	25	20	25
Other parts of Greater Boston	7	10	59	90	121
Total	14	36	84	104	146

Source: 1) 1940-70: Chinatown Planning Project, 1971 (Authors used 1940, 1950 and 1960 Boston Area Yellow Page Directories)  
 2) 1976: 1976 Boston Area Yellow Pages Directory  
 3) 1970: Botwright, Ken O., "An Exotic Front, But Chinatown Suffers", Boston Globe, 12/11/69

\* Not inclusive of all restaurants.

Table 3.27

Percent Restaurant Closings in  
Boston Chinatown (1975-77)

<u>Year</u>	<u>Number of Restaurants Closed</u>	<u>Total Number In Chinatown</u>	<u>% Restaurant Closings/year</u>
1975-1976	2		9%
1976-1977	3	23	13%
1975-1977 Total	5		average 11%/year

Source: 1) Boston Chinatown's Business  
 Office of Public Service, City Hall, Boston, MA., 1976  
 2) CEDC Venture Development Staff, 1/7/78



Table 3.28

Types of Chinese Restaurants  
in Boston Chinatown (1977)

A. By Type of Food

	<u># of Restaurants</u>
Cantonese	22
Mandarin	1
Szechuan	0
Total	<u>23</u>

B. By Prices

First class	0
Non-first class	23
Total	<u>23</u>

Source: CEDC Venture Development Staff 1/12/78



Table 3.29

Food Wholesale Structure  
in Boston Chinatown (1976)

<u>Product Line</u>	<u>Number of Companies</u>
Meat	6
Seafood	7
Dry Foods	7
Vegetables	5
General Supplies	4
Cleaning	2
Paper Products	12
Liquor	9
	—
Total	52

Source: CEDC Business Analyst Survey, 3/76



Table 3.30

Chinese Share in Food Wholesaling  
in Boston Chinatown (1976)  
(by number of companies)

<u>Product Line</u>	<u># of Chinese Companies</u>	<u>% of Total Companies</u>
Meat	0	0
Seafood	0	0
Dry Foods	4	57%
Vegetables	2	40%
General Supplies	1	25%
Cleaning	0	0
Paper Products	2	17%
Liquor	0	0
	<hr/>	<hr/>
Total	9	17% (average ownership)

Source: CEDC Business Analyst Survey, 3/76





Table 3.31

Limited Penetration of Major Chinese Wholesalers  
in Restaurant Market of Boston Chinatown (1977)

	<u>Annual Purchases</u>	<u>Major Chinese Suppliers</u>	<u>Unmet Demand</u>
Meats	\$5.7 mm	None	\$5.7 mm
Seafood	\$7.2 mm	None	\$7.2 mm
Vegetables	\$5.1 mm	\$3.6 mm	\$4.4 mm
Groceries	\$2.9 mm		
Total	\$21.0 mm	\$3.6 mm	\$17.4 mm

Source: CEDC Venture Development Staff, 12/77



Table 3.32  
Poor Bathroom Facilities  
in Boston Chinatown (1977)

Excellent	0
Fair	9
Poor	8
No Facilities	1
Don't Know	<u>5</u>
Total	23

Source: CEDC Venture Development Staff, 1/8/78

Table 3.33  
Unsightly On-Street Garbage Disposal  
from Restaurants in Boston Chinatown (1977)

<u>Location of Garbage</u>	
36, 78, 75, 76 77, 83	Harrison Avenue
50, 66, 68 70	Beach Street
13, 53, 55 10	Tyler Street
17, 9, 7, 5 18	Hudson Street

Source: CEDC Venture Development Staff, 1/10/78



### 3.4 Development Finance Needs

#### Introduction

The capital market of Chinatown has an unusual but effective elementary structure. It is characterized by several key factors. First, savings are very high among residents, and among businesses; on the other hand, much of it is not invested in commercial banks or savings and loans associations. Second, the credit-worthiness of individuals and businesses is very high, with virtually no loan defaults, and therefore low risk resulting in market prices for debt. Third, in spite of generally high credit ratings, housing and business loans are secured at a low debt-equity ratio. Fourth, financial intermediaries are limited to conventional financing of personal loans, housing mortgages, and short-term working capital and rehabilitation business loans. Fifth, risk capital is secured from individual investors, and seems readily available for the food, tourist, and retailing industry, but is extremely low for other industries.

#### Typical Financing Needs and Conventional Finance Adequate

Typical financing needs in Chinatown are of three types: personal, home, and business related. Loans are also of these same three types. Personal loans are usually for business or investment purposes. Although banks set limits on loans at \$5000, most of the loan portfolios are effectively for under



\$2,500, because of stringent credit requirements. (see Table 3.34A) Their costs are substantially below the credit card annual interest rate of 18%, and in line with market rates of personal loans at 12-14% (see Table 3-39B). Home mortgages are usually first mortgages used for purchase of used, multi-family houses. The amount of these mortgages are anywhere from \$25 to \$65 thousand. Due to the usual low reported annual income of the home owners, mortgages usually require 1/3-1/2 down payment. The annual payments of the remaining 2/3-1/2 mortgage remains less than or equal to 1/4 of the total family gross income (see Table 3-35A). The cost of mortgages remains in line with market rates of mortgages at 8 1/2-9% (see Table 3-35B).

Business loans are usually obtained for the financing of restaurants. An average restaurant has annual gross sales of anywhere from \$300 to \$600 thousand. Real property is usually not purchased but rented. Similarly, equipment is usually, though not always, leased. Therefore, the primary business loan is used for rehabilitation. Typical rehabilitation costs are \$125 thousand, with about \$70-80 thousand put down by the restaurant owner, and the remaining cost covered by a loan of \$50 thousand (Thus, a loan will usually cover only 40% of the initial costs). (see Table 3.36A).

Average costs of these business loans are in line with market rates for small businesses of:





- prime plus 2-3 1/2% for floating interest loans;
- 10 1/2-12% for fixed interest loans; (see Table 3.36B).

Current availability of these types of personal, home and business loans appears to be adequate.



## Need For Development Finance

In examining the availability of funds for the different financial needs of a firm, we can however, see glaring gaps which make development difficult.

- First, there are virtually no venture capital funds available for high-risk investment.
- Second, there is no available long-term debt finance for purchase and improvement of land, building, plant and equipment.
- Third, there is almost no medium-term debt for start-up or expansion.
- Fourth, there is no guarantee, rediscount, or reinsurance mechanism to facilitate access to both equity or debt forms of capital. (see Table 3-37)

Therefore, there is a substantial need for development finance and a development financial institution. The development finance needs are the provisions of:

- venture capital funds
- long-term and medium-term debt funds
- and a guarantee, rediscount, or reinsurance mechanism (see Table 3-38).



In summary, financial institution development is needed because the community does not now possess venture capital funds for high risk investment; long-term debt financing for purchase and improvements of land, building, plants and equipment, nor medium term financing for start-ups or expansion.



Table 3.34

Personal Loan Financing in Chinatown (1977)

A. A Typical Personal Loan Financing (December 1977)

<u>Amount</u>	<u>Required Credit-Worthiness</u>	<u>Qualification of Typical Chinese</u>
Under \$2,500	moderate	most pass
Under \$5,000	very high	virtually all are rejected

B. Current Cost of Personal Loans (December, 1977)

<u>Amount</u>	<u>Term</u>	<u>Interest</u>
Under \$2,500	fixed	12-14%
Under \$5,000	fixed	11%

Source: CEDC Venture Development Staff, 1/6/78





Table 3.35

Home Mortgage Financing in Boston Chinatown (1977)

A. A Typical Home Mortgage Financing (1977)

<u>Type</u>	<u>Purpose</u>	<u>Financing</u>	<u>Source</u>
3 family	Purchase of Home	1/3-1/2	Homeowner's downpayment
		2/3-1/2	commercial bank
		_____	
		\$40-70 thousand	average cost
2 family	Purchase of Home	1/3-1/2	Homeowner's downpayment
		2/3-1/2	commercial bank
		_____	
		\$55-80 thousand	average cost

B. Current Cost of Mortgages, (December, 1977)

<u>Amount</u>	<u>Term</u>	<u>Interest</u>
usual \$15-40 thousand	fixed	8 1/2-9%

Source: CEDC Venture Development Staff, 1/6/78



Table 3.36

Restaurant Financing in Boston Chinatown (1977)

A. A Typical Restaurant Financing, (1977)

Average Annual Sales

Average Financing

<u>Purpose</u>	<u>Financing Source</u>
Purchase of land and building:	None usually rented
Rehabilitation:	\$80 thousand entrepreneur \$50 thousand local commercial bank
	\$125 thousand total
Purchase of equipment:	none usual leased

B. Current Cost of Business Loans, (December, 1977)

<u>Amount</u>	<u>Term</u>	<u>Interest Rate</u>
Over \$50 thousand	floating interest	Prime and 2-3 1/2%
	fixed interest	10 1/2-12%

Source: CEDC Venture Development Estimates, 1/6/78



Table 3.37

Shortage of Conventional Finance for Development in Boston Chinatown, (1977)

<u>Financial Need</u>	<u>Availability</u>
Venture capital: for high-risk investment	little to none
Debt capital: for lending	
1. Short-term working capital loans	muchly based on accounts receivable
2. Medium-term loans for start-up or expansion	little outside the food industry; requires high down payment
3. Long-term loans to finance purchase and improvement of land, building, plant and equipment	little
Guarantee, rediscount or reinsurance mechanism; for access to both equity and debt forms of capital	little

Source: CEDC Venture Development Staff, 1/3/78



Table 3-38

Development Finance Needs for Boston Chinatown, (1977)

<u>Financial Need</u>	<u>Degree of Need</u>
Venture Capital	very great
1. common stock	
a. granted	very great
b. invested	great
2. preferred stock	very great
3. subordinated debentures	very great
Debt capital	great
1. short term working capital loans	little
2. medium term loans for start-up or expansion	great
3. long term loans to finance purchase and improvement of land building, plant and equipment	great
Guarantee, rediscount or reinsurance mechanisms	great

Source: CEDC Venture Development Staff, 1/7/78





### 3.5 Social Development Needs

#### Introduction

The Chinese Community of Boston has become the home of more than 3,500 additional immigrants in the past seven years. With the relaxation of immigration laws during the Kennedy and Johnson Administrations and the abolition of the national quota system of immigration, the Chinese population in Boston more than doubled during the sixties. This accounts for survey results mentioned in a report (Sullivan and Hatch, 1970) issued by Action for Boston Community Development (ABCD) that over 80% of the 15,000 Chinese in Boston are foreign born.

During the past year the Chinese-American Civic Association (CACA) Multi-Service Center (MSC) statistics indicate that they served 4,117 people (an increase of 22.3% over the previous year). Services provided over the telephone also increased by 17% over the previous year. These statistics showed that the clients served were primarily permanent residents, 77.9% of whom have limited or no knowledge of English.

A survey conducted in 1974 by the Boston Chinese Community Health Services, Inc. and Tufts University Department of Sociology, in which the respondent was asked four questions relating to language problems, indicated that language difficulty significantly interfered with respondent participation in American society. This severe linguistic and cultural isolation is the primary factor in limiting the mobility and opportunities opened to the Chinese. This cultural isolation has resulted in:



- inhibiting the exercise of basic rights;
- limiting the spectrum of jobs and occupations open to the Chinese;
- confining their residential location to Chinatown;
- restricting access to public and private institutions and services;
- increasing alienation and frustration among many Chinese immigrant youths who become "push-outs";
- increasing mental health problems;
- increasing dependence upon the local Chinese community; and,
- creating the communication problems associated with all of the above to those in a position most able to help.

In order to survive, the community has been economically dependent upon two specific trades, those of the garment industry and the restaurant industry. In the coming years both these industries will soon be reaching a saturation point in the local economic system. Furthermore, fully 70% of the Chinese housewives work to supplement the substandard family income. Because of this socio-economic situation, ABCD in 1973 officially designated Chinatown as an anti-poverty target area but due to lack of funds did not establish an Anti-Poverty Target Program.

The cultural problems associated with the language difficulties create other significant problems. Understanding the American economic system is difficult for the new immigrants. Lack of



knowledge of governmental agencies and their relations with business makes it difficult, if not impossible, for new immigrants to start businesses unrelated to the Chinese restaurant industry. The cultural barriers also affect the degree of trust which, with the lack of communication and understanding of the American economic system, results in many newcomers reconciling themselves to the restaurant industry for life.

Because of their lack of English ability and cultural differences, many of these immigrants cannot enter their former professions. Many other immigrants do not have any skill at all. In addition to these problems there is also a lack of knowledge or guidance toward the greater American job market. Therefore, the need for survival skills, occupational education programs, and social services in Chinatown cannot be questioned.

The new immigrant family faces numerous problems upon arrival and needs immediate assistance. Statistics gathered at the local neighborhood health center and nearby hospital demonstrate that an increasing number of patients from the Chinese population have mental health problems. Unless the mental stress of acculturation and assimilation to a completely foreign environment is relieved, a sharp increase in mental health problems and hypertension can be expected.



A survey on the needs of Chinese teenagers (completed by the Massachusetts Chinese Education Committee and United South End Settlements in February, 1975) indicates that assistance was required in the areas of education (tutoring, counseling, school advocacy), family (counseling in generation and cultural gap problems), employment (career and job counseling, summer and part-time jobs) and recreation (lack of facilities and programs). The large numbers of teenagers in the Chinese population of today have no way to resolve these problems. A youth center with programs tailored to help these youths can prevent the potential juvenile delinquency problems that are facing this community.

In addition, Chinese youths lack good role models in their immediate physical environment. The proximity of Chinatown to the Combat Zone (the "Adult Entertainment District" of Boston) has increased commercialized vice in the area. Recent crackdowns on gambling dens have doubled arrests for gambling over the past two years. Because of the high degree of poverty among the Chinese, larceny is also on the increase. Further, arrests of suspected youth gang members from New York City have increased in the past two years. In short, reported crimes have doubled between 1976 and 1977. With the prohibitive theft insurance rates charged in the area, residents have no way of protecting their property and their persons from this crime rise.





Unfortunately, there are several factors which inhibit cooperation with law enforcement agencies. A high proportion of residents are immigrants who speak little or no English. They distrust the police and are unaware of their availability. These social obstacles make the reported crime statistics of Boston Chinatown low in comparison with other areas of the city.

If unreported crimes were added to those statistics, unofficial estimates would show that Chinatown has one of the highest crime incidences in the city. The vulnerability of immigrants, plus the proximity of the most commercialized vice area in Boston make crime a major problem for the youth and other residents of Chinatown.

Finally, the Chinese are the bearers of a formidably rich cultural background. Due to their needs for daily survival in this country, this cultural heritage is being diluted. Many accomplished artists have been unable to work at their art because of a severe lack of cultural and artistic outlets. At the same time, they have no vehicle through which they could enjoy products of their heritage. The establishment of a Chinese Culture Center would allow Chinese immigrants to maintain cultural ties with their birthplace and would allow non-immigrants the opportunity to learn about their cultural heritage.



### 3.51 Manpower Development Needs

#### Introduction

The population of Chinatown (including the South End) numbers about 5000 persons, mostly first generation Chinese. Each year, another 500 native Chinese immigrate to Boston from Hong Kong and Taiwan. Employment is not the only problem facing these immigrant Chinese. As documented below, the primary problems are language deficiency, low public educational achievement, high unemployment, extremely high underemployment, moderate earnings, limited sectoral opportunities in private business and under-representation in the public sector.

#### English Language Deficiency

English fluency is a severe problem among Chinatown residents. The pattern among the middle-aged is the same as that for elderly which is very poor. Only 18% are fluent, while 82% are not. Among youth, the pattern improves to 50:50, respectively. Fluency patterns are the same across the spectrum of aural, oral, read and written English. (see Table 3.39A)

The pattern among females is worse than that among males. Only 23% of the females are fluent, while among males, 40% are fluent in aural, oral and read English and 29% are fluent in written English. (see Table 3.39B)



### Moderate Earnings

The earnings of the majority of the labor force remain below the federal minimum wage. In the restaurant industry, most jobs pay about \$.20 to \$.60 less than the minimum. In the garment industry, earnings are substantially higher than the minimum on a piece-work basis. (see Table 3.41) These jobs are, however, declining in number.

### Concentrated Job Structure

The job structure for Boston Chinese is heavily dependent on the restaurant and garment industry. Over 72% of the jobs are in restaurants, while another 24% are in the garment shops. (see Table 3.42A)

The dependency is highly determined according to sex. A little over 75% of all males work in restaurants while a little under 75% of all females work in garment shops. (see Table 3.42B)

### A No Growth Sectoral Concentration and Geographical Dispersion

The restaurant industry in Boston Chinatown is a saturated industry. The number of jobs has hovered around 430-450 since 1950. Growth in Chinese restaurants is in the suburbs of Chinatown. (see Table 3.43) The increase of non-Chinese in these suburban jobs is not well documented.



### Unemployment Rate

The unemployment rate among Boston Chinatown continues at about twice the national average. We estimate the present unemployment at about 16%. The source of this unemployment, as we shall see later, lies in the limited job opportunities in the base industries of the economy, as well as the language deficiency described above.

### Underemployment Rate

Even worse than the unemployment rate in the labor force is the underemployment rate. A recent manpower survey estimates underemployment at a shocking 70%.

The Chinese labor force is characterized by low educational achievement in China, but high skill level training. Despite this, highly educated or highly trained laborers cannot secure jobs equivalent to those held prior to immigration.

About 8% of the resident population have at least some college education, but virutally none have college-level jobs. Another 32% are high school graduates, but work at menial jobs in restaurants. (see Table 3.40A)

About 14% of the labor force are professionals, holding non-professional jobs. Another 24% of the labor force are skilled labor holding semi-skilled labor holding menial jobs. In addition, unemployment is another 16%. (see Table 3.40B)





As indicated, the garment industry in Chinatown is a declining industry. According to Milton Kaplan, manager of the ILGWU Joint Board, shops in or near Chinatown have decreased from about 80 after WWII to about 60 at present. A third of these 60, however, have moved from Chinatown to South and East Boston due to space requirements. While the total number of jobs has decreased, with union members dropping from about 5000 to 3700, the Chinese have increased their share to the present 700 level.

#### Limited Representation in the Growth Sector

Chinese employment in the lowest paying major industry, that of restaurants in Chinatown, is nearly 100%. In the highest paying but declining industry, that of the garment shops, it is about 30% Chinese. In the fastest growing industry, that of electronics, it is 8%. Clearly, the Chinese must increase their share of employment in industries which are expanding, particularly in the electronics industry. (see Table 3.44)

The largest employer in Chinatown, the electronics firm Teradyne, has about 1000 employees in the Leather District. Only 20 Chinese are employed there.

Chinese employment in the largest non-profit institution, Tufts New England Medical Center (TNEMC), is also very low, though improving. In 1972, Chinese representation was just over 2%. (see Table 3.45) Therefore, Chinese labor is under-represented in the growth sector of the local economy. (see Table 3.46)



Potential Chinese employment in the construction trades on boundary development projects is great. Current estimates of the available jobs in the next decade are 5600 construction jobs. (see Table 3.47)

### Conclusion

Therefore, the manpower needs of Chinese are:

- English language training of 2700, increasing at 500/year
- New job creation and job placement of 3300/year  
increasing at 500/year
- Job training of 2800 increasing at 500/year (see Table 3-48)

In summary, manpower training programs are needed because the target group is primarily an immigrant population which does not currently possess marketable or transferable skills.



Table 3.39

Extent of English Language Problems Among Boston Chinatown ResidentsA: Extent of English Language Problems  
Among Boston Chinatown Residents by Age (1975)

<u>Problem Area</u>	<u>Percent Chinatown Residents</u>	
	<u>Age: 18-32</u>	<u>33 and up</u>
Aurally understand, speak, read and write English		
At least fairly fluently	50%	18%
A little or more	<u>50%</u>	<u>82%</u>
Total	100%	100%

B: Extent of English Language Problems  
Among Boston Chinatown Residents by Sex (1975)

<u>Problem Area</u>	<u>Percent Chinatown Residents</u>	
	<u>Males</u>	<u>Females</u>
Aurally understand, speak, read English		
At least fairly fluently	40%	23%
A little or more	<u>60%</u>	<u>77%</u>
Total	100%	100%
Write English		
At least fairly fluently	29%	23%
A little or more	<u>71%</u>	<u>77%</u>
Total	100%	100%

Source: Health Care Accessibility for Boston's Chinese Community  
 Final Report to the Mass. Board of Higher Education  
 contract no. 73-147-010 and no. 74-147-006, Tufts University  
 Department of Sociology and other Affiliates and the Boston  
 Chinese Community Health Services, Inc., Dec. 1975.



Extent of Underemployment in Boston Chinatown (1977)A: Underemployment by Education

At least some college education	8%
High school graduates	<u>32%</u>
Total	40%

B: Underemployment by Former Job Skills

Professionals (engineers, teachers, accountants, doctors.)	14%
Skilled labor (mechanics, construction workers, acupuncturists, tailors, watch repairers, etc.)	24%
Semi-skilled labor (HVAC installation, clerks, pastry- makers, truck drivers, hair-dressers, appliance repairers, etc.)	<u>16%</u>
Total	54%

Source: Lee, Man-Leung. CACA Adult Education English Program Survey, March 1977.





Table 3.41

Wages of Laborers in the Three Major Chinatown Industries (1977)

Restaurant Industry:

cashiers	\$ 400 per mo. = \$1.70 per hr.
waiters	\$ 500 per mo. = \$2.10 per hr.
busboys	\$ 400 per mo. = \$1.70 per hr.
head chef	\$ 800 per mo. = \$3.30 per hr.
dishwashers	\$ 400 per mo. = \$1.70 per hr.

Restaurant-related Industry:

shopkeepers, laborers, bakers, other semi-skilled labor	\$ 400- 600 per mo. = \$1.70- 2.50 per hr.
---	--

Garment Industry:

stitchers	\$ 100- 200 per wk. = \$2.20- 4.50 per hr. (for a 45 hr. wk.)
-----------	--

Electronic Industry:

assemblers	\$ 120 per wk. = \$2.75- 3.00 per hr.
------------	--

- Source:
1. Lee, Man-Leung Manpower and Employment in Boston Chinese Community, Thesis for the Degree of Master of Urban Affairs, Boston University Metropolitan College, 1977.
  2. Interview with Milton Kaplan, manager of ILGWU Joint Board, Dec. 20, 1977.
  3. Interview with owners of Advanced Electronics, Inc. Dec. 5, 1977.



Job Structure of Low and Moderate Income Boston ChineseA: Job Structure of Low and Moderate Income  
Chinese in Boston (1977)

	<u># Employees</u>	<u>% by Employees</u>
Restaurants	2100	72%
Garment Industry	700	24%
Electronics	75	3%
Food Retailing	20	1%
Total	2900	100%

Source: 1. Dun & Bradstreet Market Identifiers 9/22/77.  
 2. Massachusetts Industrial Directory 1974-75.  
 3. CEDC Venture Development Team estimates.

B: Job Structure of Low and Moderate Income  
Boston Chinatown Residents by Sex (1974)

<u>Occupation</u>	<u>Percent Employed Chinese Residents (18 years and over)</u>		
	<u>Males</u>	<u>Females</u>	<u>Total</u>
Restaurant Related Occupations <sup>1</sup>	77.3%	4.3%	35.4%
Stitcher	1.3%	72.9%	35.9%
Others	21.4%	22.8%	28.7%
Total	100%	100%	100%

<sup>1</sup> Includes waiters, cooks, bartenders, restaurant cashiers, dishwasher and restaurant helpers.

Source: Health Care Accessibility for Boston's Chinese Community  
 Final Report to the Mass. Board of Higher Education,  
 contract no. 73-147-010 and no. 74-147-006, Tufts University  
 Department of Sociology and Affiliates and the Boston  
 Chinese Community Health Services, Inc., Dec. 1975.



Table 3.43

Saturation of Jobs in Chinese Restaurants in Boston Chinatown  
(1940-1976) \*

	<u>1940</u>	<u>1950</u>	<u>1960</u>	<u>1970</u>	<u>1976</u>
Chinatown	120	450	435	350	435
Other parts of Greater Boston	<u>120</u>	<u>170</u>	<u>1025</u>	<u>1565</u>	<u>2105</u>
Total	240	620	1460	1915	2540

- Source: 1) 1940-1970: Chinatown Planning Project, 1971  
(Authors used 1940, 1950, and 1960  
Boston Area Yellow Pages Directories)
- 2) 1976: 1976 Boston Area Yellow Page Directory
- 3) Botwright, Ken O., "An Exotic Front, but Chinatown  
suffers", Boston Globe, Dec. 11, 1969
- 4) CEDC Venture Development Staff Estimates, 1/16/73

\* Not inclusive of all restaurants



Table 3.44Chinese Representation in Private Jobs in Chinatown (1977)

<u>Industry</u>	<u>Number of Companies</u>	<u>Total # of Employees</u>	<u># of Chinese Employees</u>	<u>% of Chinese</u>
Garment	60	2250	700	31%
Electronic	2	1075	75	3%
Restaurant (inside Chinatown)	23	400	400	100%
Leather	7	160	n/a	n/a
Printing	10	150	7	5%
Footwear (not Leather)	3	90	n/a	n/a
Food Wholesale	16	75	67	89%
Displays	2	10	n/a	n/a
Total	122	4210	1249	30%

Source: 1. Dun & Bradstreet Market Identifiers 9/22/77

2. Massachusetts Industrial Directory 1974-75

3. CEDC Venture Development staff estimates 12/28/77

NB: Estimates currently under revision.





Table 3.45 •

Low Chinese Hiring by Major Employers in Chinatown, (1977)

<u>Firm</u>	<u>Total Number of Workers</u>	<u>Number of Chinese Workers</u>	<u>% Chinese</u>
Teradyne	1020	20	2%
TNEMC	<u>3500</u>	<u>70</u>	<u>2%</u>
Total	4520	90	4%

Source: 1. Personnel Department, Teradyne, 12/77  
2. Boston Chinatown, BRA, 1972  
3. CEDC Venture Development Staff Estimates, 1/8/77



Table 3.46

Target Population of Narpower Needs in Boston  
Chinatown Target Population (1977)

English as a Second Language	2700 (increasing at 500/year)
New Jobs Creation (Unemployment)	525 (increasing at 500/year)
Alternative Jobs (Underemployment)	2775
Job Training	2775 (increasing at 500/year)
<hr/>	
Total Labor Force	8775

Source: CEDC Venture Development Staff estimates, 12/27/77.

NB: Estimates are currently under revision.



Table 3.47

Estimated Construction Jobs from  
New Boundary Development (1978-1988)

	<u>No. of 1 Year</u> <u>Construction jobs</u>	<u>No. of Minority</u> <u>Set aside</u>
Park Plaza Phase 1	373	10%
Lafayette Place	1,467	10%
South Station Hotel	NA	10%
Arena	NA	
MBTA New Orange Line	4,000/yr. =18,000 Total over 4½ yrs.	20%
<hr/>		
Total	19,800	5,580 Man- years
		or 28% of the total

Source: (1) Park Plaza, Urban Renewal Project/Final  
Supplemental Environmental Report  
BRA/Sept. 1976 /E.O.E.A. 973

(2) BRA, Alice Boelter Jan 4, 1973

(3) Central Transportation Planning Board  
Southwest Corridor Office  
Ken Kruckmeyer, January, 1973.



### 3.52 Education Development Needs

#### Language Barrier

Language is by far the most prevalent of all the problems confronting this community. Inability to speak and understand English has severely hindered the Chinese from taking advantage of opportunities open to minority groups. Moreover, skills and professional immigrants are unable to get a job commensurate with their experience or ability as a result of their deficiency in English. Instead, in order to survive, they have to take one low-income jobs in restaurants, grocery stores, or the garment industry. Without knowledge of the English language, Chinese immigrants cannot make the adjustments necessary for the employment, housing and social conditions in this country.

Informal surveys taken of a volunteer English class in 1971, as well as the CACA Adult Education classes in 1976 and 1977 have indicated that the primary reasons for students learning English were employment related. These students wanted to either get into a skills training program, to get a job or to change to a better job.

Another reason of equal importance indicated by more than 90% of the students was to learn sufficient English to become naturalized citizens. This is an indication of their concern to be able to exercise their constitutional rights and to fully participate in the American political process.





citizens. This is an indication of their concern to be able to exercise their constitutional rights and to fully participate in the American political process.

### Limitations

Although the Chinese community presently has a number of English language programs, the estimated total enrollment capacity of 300 is not sufficient to meet the demand. The majority of these programs encounter problems such as lack of facilities, insufficient teaching materials and resources designed for English programs, limited and/or unskilled volunteer staffs, all of which make it difficult for a new immigrant to have access to learning English.

### Conclusion

Due to the large number of immigrants who have language problems and the fact that the existing programs are limited in their ability to address these needs, the CEDC perceives a need to develop an expanded English language laboratory to enable these immigrants to further their English skills. This in turn, will enable them to obtain entry-level jobs and/or enter job training programs. In summary, education in the English language is needed because Chinese immigrants cannot make the adjustments necessary to participate equally in American society without it.



### 3.53 Youth Development Needs

#### Lack of Recreational Facilities

In the Chinese community of Boston, Chinese teenagers usually find the conservative, elder-dominated community a difficult place to live. The community does not provide any indoor recreation space or meeting place and there are few athletic facilities. There is no youth center and only a few agencies have youth services. The number of recreational activities is also limited. For example, the YMCA on Tyler Street sponsors several programs, but can accomodate only a few of the local teenagers because of its small staff and extremely limited space.

#### Cultural Gap

American-born children of immigrants often have difficulties in adjusting to the American urban environment. These youths find themselves in an ambivalent position. They are torn between accepting traditional Chinese moral values and the values of the society in which they now live. This predicament widens and deepends the communication gap between the youths and their parents.

#### Juvenile Delinquency

When both parents have to work long and late hours outside the home to earn a living, discipline is often left up to the schools.



The children assimilate the new culture more rapidly than their parents and stray from parental control. Some observers of juvenile behavior in high-delinquency areas stress that many young people here feel deprived and lack self-esteem. The low socio-economic status of their families seems to block their opportunities for success. These youths often "take to the streets" because the street corner gangs offer means of achieving status. With the lack of parental guidance and loose family ties, there is an alarming rise in juvenile delinquency and a further widening of the communication gap in families. Although there are fewer juvenile delinquents in Boston than in New York and San Francisco Chinatowns, there is still cause for concern. Youths and their immigrant parents cannot cope with crisis situations, such as unwed mothers, runaways, and attempted suicides.

In recent months there has been growing concern among the law enforcement agencies and community leaders about the infiltration of New York gang members. The continual problems of extortion and gang wars, as evidenced by recent events in San Francisco, may be a reflection of the future of Boston Chinatown if the needs of our youths are not immediately addressed.



## Conclusion

Therefore an unhappy and tense home situation, economic deprivation, and gnawing feelings of social and racial discrimination all contribute to the anti-social behavior. Worse problems will develop in the Chinese-American community if no help is forthcoming. Therefore, the community needs a vehicle which will provide counselling, recreational activities and assertiveness training.

In summary, Chinese teenagers have special needs because they experience social and racial discrimination as well as generational and cultural gap conflicts with both American and Chinese societies.





### 3.54 Social Service Development Needs

#### Introduction

In 1965, Public Law 89-236 was issued to relax the Immigration and Naturalization Act of 1952. Since then, family members previously excluded from the United States have been permitted to reunite with their relatives. As a result, an influx of Chinese immigrants has surged into the Chinatowns of the United States. The Boston Chinese Community increases by an average of 300 net immigrants per year. These newcomers arrive with anxiety, ardor, and hope to start a new life. When the excitement wears off, the immigrant finds himself trying to cope with all the problems created by the language barrier, detrimental environmental factors and cultural shock. Therefore it is necessary to develop newcomer services for immigrants. These services will help the mental stress of disorientation and culture shock, not only for newly arrived immigrants, but also for those who have not yet become culturally oriented.

#### Inadequate Services

A recent survey of social service agencies in the Greater Boston Area (by the Social Service Committee for the Chinese community) drew the conclusion that:



there are very few social service agencies which are able to address the needs of the Chinese Community due to lack of trained bilingual staff. In addition, the Chinese Community itself has limited resources and is unable to fulfill this gap.

### Conclusion

Chinatown needs better coordination of existing services within Boston as well as more comprehensive bilingual services. In summary, social services are needed because Chinese immigrants have great difficulties in maintaining their physical and mental well being during the assimilation process into American Society.



As a result a low percentage of Chinatown residents use T-NEMC services, despite the fact that the Chinatown target area has been designated by the Department of Health and Hospitals as an area to be serviced by T-NEMC.

Many Chinatown residents only use T-NEMC facilities in cases of very serious illness which requires hospitalization or emergency treatment. Most prefer the services of a private physician. The survey indicates that 65.5% have chosen this form of private health care despite the fact that only one of these physicians speaks Chinese fluently, three or four speak a few words of Chinese and none evidently have offices in Chinatown proper.

#### Financial Burden

The lack of a group health insurance plan is another problem for the Chinese community. The Chinese Health Center records have indicated that less than 15% of their clients have third party payments (i.e., insurance, Medicaid, Medicare, etc.). With the costs of medical care skyrocketing it is easily seen that the Chinese cannot afford to be without health insurance coverage. This accounts for the poor health of the target population and is also a source of mental stress for the Chinese.



### 3.55 Health and Elderly Development Needs

#### A. Health Needs

##### Introduction

A comprehensive survey was conducted in Chinatown by the Boston Chinese Community Health Services, Inc. and the Tufts University Department of Sociology in 1974-75. Of the respondents, 21% were hospitalized within the last two years; these persons reported "language barriers," considered "the food unsuitable to the Chinese diet," and had financial difficulties as a result of their hospital stay.

##### Insensitivity

The study also indicated that the hospitals to which they went showed little special attention to the Chinese patients. The Tufts-New England Medical Center Complex (T-NEMC), because of its proximity to Chinatown, may be an illustration of the lack of response which most local health and other social service institutions have demonstrated towards the particular problems of Chinatown residents such as those language and cultural barriers mentioned. T-NEMC has been described by the ABCD in their report as "historically a research and teaching hospital" which "until recently did not provide outpatient facilities" and "has generated a reservoir of hostility by its aggressive acquisition of Chinatown property and its indifference to the health needs of those in the immediately surrounding area."





## Conclusion

A comprehensive group health insurance plan is the most immediate health need of the Chinese community. In addition, a concerted effort is needed to solve the problem of Chinese who are trained professionals, but are unable to practice due to the language barrier.

## B. Elderly Needs

### Introduction

There is a substantial number of Chinese elderly persons, many of whom live in the immediate Chinatown area. Ruth Moy, Director of the Golden Age Center, estimates as many as 1,200 Chinese elderly persons of an average age of 70 reside in the Greater Boston area. This estimate appears reasonable judging from the 1970 census. According to the Census the number of persons above 65 today (who were above 60 in 1970) in the City of Boston alone is approximately 800. Of these 800 approximately 63% are males. (We are of course assuming that those above 65 can be classified as "elderly" and that the number of deaths among the elderly residing in Boston since 1970 is roughly equivalent to the number of elderly who immigrated since 1970). Although the female life span exceeds that of males, elderly men predominate due to the immigration restrictions that existed prior to World War II. The ABCD report indicates that 95% of the



Chinatown population during this period were males. Many of these men were left stranded in the United States after the Communist takeover of the Mainland in 1949.

### Alienation

Historically, the elderly sub-group endures the greatest suffering among Chinese-Americans. Their roots are in a culture vastly different from the dominant one in which they now reside, creating untold alienation, disorientation, and mental stress. The safeguards provided by the "old society," (the extended family, strong traditions emphasizing respect and veneration for the old) are greatly weakened in the process of transfer from their homeland to America. Those who have families are fortunate. Often, many do not have families and they lead lonely, destitute lives.

Many elders have poverty incomes and are forced to share small and decrepit one room apartments. It is little wonder that tuberculosis and other disease rates among the elderly are so high. Compounding the above stated problems is the fact their access to human services has been greatly curtailed, again due to language and cultural barriers. Limited bilingual staff in hospitals and nursing homes have in the past inhibited the elderly from acquiring sufficient services.



### Conclusion

Therefore, a vehicle is needed to enable the Chinese elderly to obtain adequate medical care from bilingual/bicultural staff, as well as to provide social interaction and community involvement. In summary, health and elderly services are needed because the target group lacks access to adequate health insurance and bilingual/bicultural health services for the elderly.



### 3.56 Cultural Development Needs

The Chinese-American community as it exists today is threatened with the loss of its rich cultural heritage. The preservation of the ethnic values of this heritage must begin now. It is a deep rooted Chinese belief that the process of promoting human welfare begins with individual cultivation and proceeds, step by step, through the regulation of family and community life to the ultimate pacification of the world.

#### Conclusion

Cultural programs are presently non-existing, there is a dire need to initiate more structured extended cultural activities and programs to maintain and enhance the cultural heritage of the community. In summary, maintenance of the cultural heritage is needed because the community lacks facilities and programs to preserve and enhance its ethnic identity.





#### 4.0 Development Plan

- 4.1 Housing and Land Development Plan
- 4.2 Technology and Industrial Development Plan
- 4.3 Commercial Development Plan
- 4.4 Development Finance Plan
- 4.5 Social Development Plan
  - 4.51 Manpower Development Plan
  - 4.52 Education Development Plan
  - 4.53 Youth Development Plan
  - 4.54 Social Service Development Plan
  - 4.55 Health and Elderly Development Plan
  - 4.56 Cultural Development Plan



## 4.0 Development Plan

### Introduction

In prior sections, the economic and social development needs of the Chinatown community were identified. From these, an overall economic development plan may be formulated. Several strategic concepts have been employed in this process and they will serve as the basis for the specific development strategies stated in the following section. These overall strategies are to take advantage of unbalanced growth; creating backward and forward linkages; building coalitions in the community; and encouraging growth pole development while making use of spread effects.

### Unbalanced Growth

In order to take advantage of the unbalanced growth in the resident Chinese economy, the entry of Chinese firms into the leading sector and less into the lagging sector must be realized. Similarly, given the dual labor market, development efforts will direct the entry of Chinese workers into the primary economy and less into the secondary economy. (For an explanation of leading and lagging sectors, and primary and secondary economies see Section 2.3 on the Chinatown Community Economy.)

### Backward and Forward Linkages

This strategy indicates the need to expand firms in a given



industry in Chinatown into other stages of the production/consumption process. For example, the backward linkage strategy in the food industry could be conceived as backward integration into food wholesaling, food processing, and food production. Forward linkages could be established in the electronics industry by expanding from technological development to product development, to production, and to marketing.

Linkages must be established between development efforts within the community. For example, human capital development programs should be coordinated with physical land developmental programs. That is, rehabilitation of structures for housing and commercial re-use will be coupled with increasing Chinese stock ownership, construction employment for Chinese, and construction training programs.

Linkages between community organizations are also implied in this concept as described below.

#### Coalition Building

Coalition building is the creation of temporary associations among diverse social organizations and special interest groups for the purpose of achieving a joint goal. As goals change, the composition of coalitions will change.

Since the Chinese community is composed of so many diverse community organizations, only cooperation in a unified front



will build influence in negotiation with local institutions and government for establishing development projects.

#### Growth Pole Development and Use of Spread Effects

The growth pole development strategy is to build Boston Chinatown as the main center or pole for Chinese in the metropolitan Boston area. This will create spread effects, also called "agglomeration economies", that will include increased capital appreciation for Chinese owned land plus increased sales of the Chinese food industry.

Making use of the spread effects is particularly important in order to take advantage of all the boundary development projects around Chinatown. This strategy is to capture the benefits of the spread effects, rather than to permit outsiders to do so.

#### Programmatic Plans

In the next section, we will describe the development plan by program area. Each program area will utilize in varying ways the above four economic development strategies. Thus, unbalanced growth will be used in industrial and financial development. Backward and forward linkages will be used in commercial development. Coalition building will be used in primarily commercial development. Growth pole development and the use of spread effects will be utilized in housing and land development.





#### 4.1 Housing and Land Development Plan

##### Program Goals

On the one hand, institutional expansion and urban expressway construction has reduced much of the land of Boston Chinatown. On the other hand, increased immigration since 1965 has increased the community demand for land. For these reasons, CEDC has chosen to pursue the following goals:

- to increase land control;
- to increase the quality and quantity of housing stock;
- to increase the quantity and quality of commercial space;
- to increase the quantity and quality of industrial space;
- to strengthen the visual image of Chinatown;
- to accrue capital appreciation of rising land values to the community; and,
- to provide the option for Chinese to live and work in Chinatown.

##### Program Strategies

CEDC views the strategies described below as a viable way to work toward the achievement of the above goals.



Making vacant and underutilized space, available for community purposes should provide a less expensive means of land development and expansion than property near construction. This is particularly true for housing and commercial development. Utilizing vacant light manufacturing space for new industry location and expansion should provide a less expensive means of land development for expansion of industrial use. Tying together public and private development projects in and around the SIA boundaries should provide a means of taking advantage of the boundary developments which threaten the future of Boston Chinatown. Stemming the encroachment of the Combat Zone, the Lafayette Place Project, the South Station Development and other boundary developments should be accomplished by the previous strategy. Providing more physical services, e.g. increased street lighting and parking.

#### Program Objectives

##### Initial two-year funding period

- o CEDC will establish the CEDC permanent home
- o CEDC will complete the initial development stages of one mixed housing/commercial site



- Investigate redevelopment of another site

Years three through six of the development period:

- Near completion of the rehabilitation of the first project
- Complete the initial development stage of the second housing site

Potential Projects

Some of the potential projects are outlined in the Initial Funding Proposal. These include:

- Edinboro Street Project Area, Parcels C-G
- Harrison-Tyler Street

Other potential projects and sites for development include:

- Ping-On Street
- T-NEMC Parking Lot
- Parking lot of Reverend Shih, also the former site of the Chinese Christian Church of New England Life Center

These projects will be investigated further for possible site selection during the initial funding period.



## 4.2 Technology and Industrial Development Plan

### Program Goals

Chinese employment and ownership is concentrated in the two declining industries (food and garment) and in the retail industry of Chinatown. The number of Chinese who are unemployed or underemployed is very high and most Chinese entrepreneurs have not successfully made the transition from Chinese dominated industries to other more rapidly growing ones. For these reasons CEDC has chosen to pursue the following goals:

- o to provide increased employment and higher wage opportunities to Chinese workers;
- o to provide ownership potential to Chinese entrepreneurs;
- o to provide profit sharing opportunities to Chinese workers; and,
- o to provide entry into the growth or leading sector of the local economy.

### Program Strategies

CEDC views the strategies described below as a viable way to work toward the achievement of these goals.

Diversifying the industrial base of Chinatown into other more stable or growth oriented industries should automatically





open up new employment possibilities for residents of the SIA. This would also help to expand the skill level and range of the labor force. Expanding the share of other industries in the area, such as the electronics industry, would serve the same function. This would also lead to diversification away from the traditional food and garment industry mode of investment.

When selecting investment possibilities, CEDC will focus on mergers, acquisitions, relocation and expansion of existing firms rather than the start up of new ventures. This would enable CEDC to ensure that the entrepreneurs it assists will have experience in the industry. These ventures would then be in a position to hire more employees almost immediately after CEDC investment and would not have the problems normally associated with start up ventures. CEDC will also examine buy-out options and profit sharing arrangements for investors. When dealing with prospective entrepreneurs, CEDC will also strive to match the technological capabilities of the entrepreneur/management team with the technological requirements of the industry.

Because the garment and leather related industries in Chinatown are in a state of decline, many buildings formerly occupied by these industries are now being vacated. CEDC will investigate the income potential of these vacated facilities and attempt to locate other businesses in some of these buildings.



## Program Objectives

### Initial two-year funding period

- o CEDC will invest in one high technology firm employing at least 50 workers.
- o CEDC will investigate investment possibilities for years three through six of the development period.

### Years three through six of the development period

- o CEDC will invest in one medium or high technology firm each year, all firms to employ at least 25 people.
- o CEDC will buy-out, merge or expand one construction company.

## Project Description

### Prospect 1 - Labor-intensive manufacturing company in a growth industry

### Need for the Project

This project is necessary to provide manufacturing employment in the impact area. This foothold may attract other entrepreneurs and ventures of related product lines and services into the impact area. It is anticipated that the ventures that will come into the area as a result of the existence of AEI, will deal in electronics products.



The project is also desirable in that it forms a base in the impact area for other technology and electronic ventures since it has created a manufacturing capability which can be utilized by other ventures. Newly located firms could use this firm as their manufacturing subcontractor.

### Goals

- to expand employment to between 85 and 100 people
- to increase manufacturing capability
- to acquire a product line which will smooth out peaks and valleys of the subcontracting business

### Development Plans

It is recommended that the project include the following considerations:

1. to purchase additional production equipment
2. to expand and streamline production facilities through the rehabilitation of unused space
3. to expand marketing effort
4. to offer material purchase and testing capability not currently available
5. to acquire a company proprietary product through joint venture on a micro-processor controlled product already being marketed
6. to investigate new product development



## Estimates of Cost

Cost estimated for the next two years for this project are as follows:

### Year 1

\$200,000.00

This fund will be used for the purpose of lease-hold improvement on the space to be occupied, production equipment acquisition, retirement of bank debt, acquisition and marketing of a company proprietary product, and general working capital to provide additional company capability offered to the customers.

### Year 2

\$200,000.00

This fund will be expanded to further plant expansion, to acquire additional production equipment, to engage in new product development, and to support general working capital needs.

## Employment Impact

The venture capital investment requested will provide the financial basis to secure the present fifty to fifty-five jobs and later to further increase the employment capacity to between eighty-five and one hundred. Acquisition of company proprietary products would not only create additional jobs, but also create jobs of the higher paying technical category. This should include engineers, designers, purchasing manager and quality control personnel. It would also provide more advancement opportunity for the Chinese engineers.





## Prospect 2 - Investigation of Other Industrial Ventures

The CEDC in its attempt to stimulate a sustained growth in the SIA economy would hire competent consultants to identify growth industries, also conduct gap analysis of consumer demand, and investigate ways to fill the consumer needs.

The CEDC has now either contracted with or is in the process of negotiating with the following consultants to assist in its technology and industrial development efforts:

- National Development Council Inc.
- Mr. Robert Kwong, Senior Vice-President and Treasurer of Kaiser Industries
- Institute for New Enterprise Development in Cambridge and S. Mass. Science and Technology

In addition, CEDC has been contacted by at least a dozen manufacturing entrepreneurs who are interested in working with this organization. CEDC plans to undertake a review of these projects as soon as operational funding is received.

## Years Three through Six

After the investigations described in Prospect 2, CEDC plans to invest each year in a medium to high technology firm employing at least 25 people. Expansion of employment and skill levels as well as the introduction of new industries, will be key factors in the selection of these ventures. CEDC would also like to explore an investment in a construction company.



The major investigations of ventures in the areas of technology and industrial development will be spearheaded by the MIT Innovation Co-op. This is possible because of the efforts of Professor Y.T. Li who is chairman of the CEDC Technology and Industrial Development Committee. However, he is also the Director of the Innovation Center at MIT. As such he has made available the center to CEDC.

The center is engaged in the actual development and commercialization of inventions from MIT and other non-profit special interest groups. The Co-op operates in a manner similar to that of a small, highly flexible R & D company with the particular advantage of being able to draw on the breadth and depth of expertise available at MIT.

The Co-op supports and guides students and professionals at MIT in developing innovative ideas to the stage where they can be presented to industry and/or potential investors for assessment. Under the auspices of the Co-op, students undertake prototype development, experimental fabrication, patent application, market analysis and promotion of new products, processes, and services. The goal of such activities is the successful introduction of innovations into the marketplace through licensing to an existing company or through new venture start-up.



Thus far the Innovation Center is working with CEDC to investigate the following prospects:

Prospect 1 - Energy Conservation Company (ECON)

General Description

A new company engaged in window insulating materials ECON products use two approaches to thermal barriers for large windows.

Current Location

ECON is currently located at 305 Congress Street just outside of the CEDC Special Impact Area but has indicated a willingness to move to the Special Impact Area, two-blocks away, if necessary.

Products

ECON manufactures two products for window insulation:

Thermalite - a patented product, is an inexpensive method of decreasing 50% heat loss. This product is to be used in warehouses and offices where view through the glass is not necessary. As such Thermalite is similar to bubble packing material and is translucent and a UV inhibitor. It attaches to windows by a press-on adhesive strip. Kimberly-Ilanke manufactures the material for ECON who licenses another company for marketing and distribution. The material has a life of 5-10 years and has a one-year pay-back. ECON participates in high level marketing.



Insulite - also a patented product, is a thermal barrier which uses plexiglass as the insulator. Two systems, one with magnetic steel frames installed from within, and one which attaches to the glass itself are available. The market for this product is aimed at the \$3-12.00/ sq. ft. area at which they compete at \$4.00/ sq. ft.

Currently the company has installed the system in Honeywell and Armstrong using the magnetic steel frames and has installed into the Trinity Church the system which attaches the plexiglass directly to the glass.

The company now operates on \$160,000 CETA Title I training program and uses the administrative portion for part of the research and development while vendors support the other aspects of research and development.

## Prospect 2 - Computer Controls Corporation

### General Description

This company manufactures a microcomputer which optimizes the heating and air-conditioning of a building(s). The system has successfully been placed in BOSE and MHART Corporations and the systems are currently being installed at four different manufacturing and retail locations in the Greater Boston Area.





### Product Description

The product utilizes microcomputers in each air handling system. It replaces the existing control system by operating the heating and cooling valves. The system is claimed to have a 2 year pay-back on the reduction energy on installed systems.

The Innovation Center has committed to CEDC full investigations of at least three ventures/year and values the in-kind contributions at a minimum of \$200,000.



# Summary of Technology and Industrial Development

## Cost and Milestones

	<u>Total</u>	<u>0-12 months</u>	<u>13-24 months</u>
A High Technological Venture	\$350,000	\$150,000	\$200,000
Investigation of other Industrial Ventures	\$ 10,000	\$ 10,000	-0-
M.I.T. in-kind Contributions	<u>\$400,000</u>	<u>\$200,000</u>	<u>\$200,000</u>
Total Requested from CSA	<u>\$760,000</u>	<u>\$360,000</u>	<u>\$400,000</u>



#### 4.3 Commercial Development Plan

##### Program Goals

The restaurant industry is the economic backbone of the Chinese community. Most of the Chinese labor force is employed in this industry and restaurants occupy the greater part of the commercial space available in Chinatown. As previously noted in section 3.3, the restaurant business in Chinatown is glutted. To compound matters, the Chinatown restaurant industry is suffering a loss of business because of the physical appearance of the commercial district. For these reasons, CEDC has selected the following as its commercial development goals:

- to strengthen the restaurant industry; and
- to capitalize on the Chinese knowledge of food and food service through horizontal and/or vertical development

##### Program Strategies

In order to have a positive impact upon these goals, CEDC will adopt the strategies described below. By improving the physical appearance of the commercial district, CEDC could assist in making Chinatown more attractive for dining, shopping, and tourism. Currently, trash piles up on the streets and sidewalks, restaurant restroom facilities are primitive and/or unsanitary, and buildings are in need of exterior rehabilitation.



To capitalize on the Chinese knowledge of food and food service, CEDC can work to establish backward linkage within the food industry (e.g. distributors to wholesalers to processors to producers) or to diversify within a particular level area such as the wholesaling of meat and and seafoods.

CEDC is also planning to investigate various cooperative arrangements to reduce the competitiveness of the Chinatown restaurant industry and to investigate linkages between the Chinatown food industry and the suburban food industry. In this way CEDC might facilitate the process of restaurants working together rather than against each other. CEDC is also interested in investigating the diversification of commercial development into the non-food industries.

#### Program Objectives

##### Initial two-year funding period

- CEDC plans to establish a physical restoration project
- CEDC will investigate a food industry integration project

##### Years three through six of the development period

- CEDC plans to start a firm in a new production function of the food industry
- CEDC plans to explore other food and non-food investment possibilities

#### Project Description

For the initial funding period CEDC is considering several project alternatives for each objective . Of these, it plans





to accomplish at least one in each category. A brief description of each alternative follows. A more extensive outline may be found in the Initial Funding Proposal, January 1978.

### Prospect 1 - Physical Restoration Venture

#### Alternative 1 - Waste Removal Service

In an effort to ameliorate the severe problem of waste disposal in the commercial district this venture, proposed by the commercial development committee of CEDC, will attempt to develop a business around its removal. Such an investment would:

- o eliminate the unsightly garbage which clutters the narrow streets and sidewalks of the Chinatown commercial district which significantly reduces the tourist attractiveness of the area thus affects the economy of the tourist trades; and
- o demonstrate to the target group the effectiveness of CEDC by addressing a problem which is highly visible to residents and businesses in the commercial core.

This venture would require a central garbage storage, compacting, and collection area, hauling vehicles, a separation system, and manpower. CEDC estimates the cost for this venture to be \$80,000 and expects it to be self sustaining within three years.

#### Alternative 2 - Restroom Sanitation Venture

In an effort to make dining in Chinatown more appealing, CEDC



would like to develop a service venture to improve the condition and sanitation of Chinese restaurant facilities. Along with maintenance and sanitation services, this venture would have the capability to renovate substandard facilities. It could also serve to demonstrate to tourist oriented establishments the importance and effect of clean lavatories on their business. It is recommended that the project included the following components if it is to be successful in impacting the above goals:

1. Investigation into a financial vehicle for minimizing the costs of bathroom modernization to the restaurant owner.
2. Identification of a construction contractor who hires Chinese workers to undertake the modernization contracts.
3. A co-ordinator to price, negotiate and induce participation by local restauranteurs.
4. Investigation into a fee basis maintenance new to support the operating costs.

#### Project Costs

\$70,000 may be requested from CSA to establish the venture and support the first year's operating expenses. CEDC expects this venture to be self-sustaining within one year.

#### Alternative 3 - Storefront Renovation Venture

##### General Description

In an effort to improve the physical appearance of the



deteriorating storefronts in the commercial district, this venture is designed to establish or aid a construction company in renovating storefronts and improving the physical appearance of Chinatown while providing low interest loans/subsidies to shop and restaurant owners.

#### Project Goals

- o to improve the appearance of the commercial district by encouraging shop owners to invest in the renovation of their shop exteriors;
- o to improve the tourist attractiveness of the commercial district, thereby increasing business; and,
- o to create a sense of cleanliness and pride in keeping the area clean through signs and public waste disposal units.

#### Development Plans

This project is part of the CEDC long range plan. For this reason definitive plans have not yet been made. CEDC has looked at several alternatives for accomplishing this project. These include the following:

- to work with the National Development Council and the Small Business Administration to develop operational plans;
- to utilize a revolving loan guarantee fund;
- to work closely with the local building, sign and code enforcement department; and,
- to work toward the allocation of municipal funds,



e.g. community development block grant funds, to match  
SBA 502 loans for the above purpose.

### Prospect 2 - Food Industry Integration Venture

CEDC anticipates the investigation of two food oriented ventures during the first 24 months of the development period. Although CEDC has reviewed a number of projects in the past, the two described below appear to be the most favorable because of their consistence with the goals of CEDC.

#### Alternative 1 - Restaurant Supply Business

There are few Chinese-American restaurant suppliers although the Chinese-American restaurants of Greater Boston have annual gross sales of more than \$200 million. Such an investment would serve:

- to promote the establishment or acquisition of commercial establishments serving the restaurant industry; and,
- to increase the circulation of restaurant sales to local community commercial establishments and therefore reduce the export of capital from the SIA.

The CEDC cannot at this time estimate the total cost for such projects. Further investigation is required and a consultant study appears to be appropriate to identify appropriate investment opportunities.

#### Alternative 2 - A Food Processing Plant

CEDC would like to sponsor and locate a food processing plant in





SIA. The plant would concentrate on producing packaged goods, such as soy and duck sauces, that may be produced in the U.S. more economically than importing them. This type of venture would generate employment and capitalize on the existing knowledge and ability of many SIA residents. It would also take advantage of what appears to be, at this point in time, a good market opportunity. Development of distribution channels into the chain markets of New England would be a necessary component of this project.

CEDC has not yet completed its investigation of this project and cannot yet project the costs. A budget of \$10,000 is requested from CSA to investigate the feasibility of this project.

#### Other Prospects

CEDC will also consider an investment in the alternatives described previously but which were not started during the first two years. Other areas which CEDC would like to examine for investment opportunities that relate to the food industry include the following:

- o meat wholesaling
- o bean curd products
- o fortune cookie production
- o frozen food production
- o fast food chain
- o J'ai products
- o dry goods wholesaling



- o institutional foods
- o catering services

### Prospect 3 - Government Procurement Supplies Venture

Another principal area of investigation will be the establishment of Chinese-owned supplying companies to the advantage of state and city procurement set-aside provisions. Some of the possible business lines include:

- o construction supplies
- o furniture wholesaling
- o office equipment and supplies



#### 4.4 Development Finance Plan

##### Program Goals

Boston Chinatown has no functioning development finance institution. Nor is any substantial development finance available. For these reasons, CEDC has chosen to pursue these program goals:

- o to increase availability of venture capital for business development into new industries;
- o to increase availability of subsidized debt funds
- o to increase availability of market debt funds; through government programs; and,
- o to establish community development financial institutions.

##### Program Strategies

CEDC views the strategies described below as essential for the achievement of these goals. Establishing financial institutions such as Small Business Leasing Corporation, Small Business Investment Company, and a Limited Small Business Investment Company, through CEDC investment of CSA funds will complement the community development corporation of CEDC, providing leasing, expansion, private and debt financing. Using the above financial institutions to aid business development activities, CEDC in coordination with these other institutions, will be able to provide all of the development finance needs for a given business.



The CEDC will invest CSA funds into the other institutions under the following conditions: First, if there exists a lack of qualified entrepreneurs in the special impact area, then SBA financial institutions may be used to obtain partial ownership of businesses outside the impact area. This will yield a higher return on CSA capital and ensure greater opportunities for employment for the special impact area residents. Initially these ventures need not be in the SIA, but provision would be made to encourage the eventual opening of branch plants in the SIA.

Second, if there are numerous viable ventures and entrepreneurs and there is a need for additional capital, then SBA financial institutions may be used. In such cases the SBA institutions will provide leverage of CSA capital to increase economic growth potential. Thirdly, if ventures exist where the CEDC does not wish to use additional CSA capital to meet the venture's needs, or where CSA disallows additional expenditures on a particular venture, SBA financial institutions may be used.

In general the CEDC recognizes that it cannot rely solely on CSA to provide capital accessibility. CEDC will investigate responsiveness of local private financial institutions to resident and business needs. This is an important priority in order to assure that no institutional barriers exist that deny access to the private capital market.





CEDC will facilitate the leverage of private capital with CSA funds. This tactic increases the use of private capital for business and housing development. It will also increase CEDC negotiating power with private capital and quasi-public agencies. This last can be accomplished by linked deposits, the responsibility test, the leveraging and the negotiation on projects.

In addition to government support capital, the CEDC expects to obtain an equity interest in a private financial institution in order to influence lending policies. Preliminary analysis shows that the capitalization and legal requirements for CEDC to start its own bank may be too difficult during the first six years. There are several ways that CEDC can establish a private financial institution. First the CEDC can invest in an existing bank under the condition that the bank open a branch bank in the SIA and upon reaching some viable profitable point, spin off the branch as an independent bank to the CEDC. Second, the CEDC could start a credit union. Further analysis of its direction will be made during the CEDC operational period.

#### Initial Two-Year Funding Period

During the first two years of funding, CEDC plans to pursue the following activities:



- ④ Develop a local development corporation (LDC) which leverages CSA funds 9:1 with SBA and a bank for fixed assets and working capital.
- ④ Develop a limited small business investment corporation (Limited SBIC) which can leverage CSA funds 4:1 for working capital.
- ④ Develop a small business investment corporation (SBIC) to act as an agent for corporate clients in arranging for financing (ranging from commercial bank lines to private placements) and as brokers for the sale of SBA guaranteed portion of loans made by other financial institutions.
- ④ Develop a small business leasing corporation (SBLC) which can provide lease financing
- ④ Develop a private banking or thrift institution to influence lending policies in the SIA.

In addition, CEDC should also establish support activities to the financial operation such as an accounting and management company. These latter support companies would also be utilized in other CEDC programs.

#### Years Three Through Six of the Development Period

The CEDC will develop a project to be funded by each of the above financial institutions.



#### 4.5 Social Development Plan

##### Introduction

In the next few pages, we shall examine the various social development programs we wish to establish. These are divided into:

- manpower development plans;
- education development plans;
- youth development plans;
- social service development plans;
- health and elderly development plans; and
- cultural development plans.

We will review each area of the development plan in terms of goals, strategies, program objectives and potential projects (where applicable).



#### 4.51 Manpower Development Plan

##### Program Goals

As indicated in section three, there is a need for training programs specializing in skill training and vocational/educational counseling to alleviate the problems in obtaining upwardly mobile employment for Chinese-Americans. CEDC has defined the following goal for furthering manpower development in the community:

- to lessen the unemployment and underemployment situation of Chinese-American residents in Boston.

##### Program Strategies

In order to bring about this goal, CEDC plans to pursue the strategies described below in its economic development activities.

By providing job training, CEDC hopes to utilize and build upon existing skills of the Chinese labor force for different jobs with similar skill requirements. Through these job training endeavors, CEDC hopes to generate 50 new jobs at the completion of each program. In line with the venture development activities which will be undertaken by the CEDC, the Committees dealing with Manpower affairs will attempt to identify labor intensive investment opportunities for referral to the business development staff. Along with identifying such job creation potentials, specific training





programs might be sought prior to venture establishment. Finally, CEDC will ensure that recruiting, appropriate training, and employment opportunities are provided for Chinese residents in the numerous development projects in and on the boundary of Chinatown.

### Program Objectives

#### Initial two year funding period

- o CEDC plans to establish 2 skills training programs
- o CEDC will conduct a labor market survey
- o CEDC will seek employment opportunities for Chinese outside of Chinatown

#### Years three through six of the development period

- o On the basis of the findings resulting from the labor market survey, the feasibility of initiating further manpower programs will be studied and if warranted, proposals will be prepared and additional funding sought.

### Project Description

For its initial funding period, CEDC is considering several projects which will fulfill the stated objectives. For an in depth explanation of how these projects are to be accomplished, the Initial Funding Proposal, January 1978, should be referred to.



### Project 1 - Manpower Development Program

Two functions will be carried out in-house in order to accomplish this project. A research team will conduct a labor market survey to assess how existing skills can be transferred to different markets. The study results will be provided to the CEDC Venture Development Staff for use in its venture selection. Additionally, training programs will be sought to provide community members with basic employment skills (multi-clerical, keypunch, electronic assembly, homemaker services, etc.). CEDC has applied for CSA Title II funds to maintain this program. It hopes to receive funds from DOL, CETA, HEW and other sources as well.

### Project 2 - Chef's Training School

CEDC anticipates setting up a Chef's Training School which will conduct two six-month training sessions each year. Students will attend classes in specialized chef's training, general kitchen instructions, and English language instructions over a thirty hour per week schedule. Seminars on nutrition, health, sanitation, safety and kitchen management will be conducted periodically as well as field trips to Chinese restaurants. CEDC has applied for funds from the State Department of Occupational Education for this program.



### Other Projects

The newcomers services program is planned to offer orientation services to the more than 500 annual immigrants to Boston as well as other recent immigrants. A staff of four is projected to be hired if funds are granted from CSA Title II.

The Neighborhood Security Patrol will be on foot 24 hours a day, seven days a week and be in constant communication through walkie-talkies with a trailer communication center. Funds have been requested from LEAA for this program and when received a staff of thirteen will be hired. A more extensive description of this program may be found in the Initial Funding Proposal, January 1978.



#### 4.52 Education Development Plan

##### Program Goals

It has been noted on several occasions in this report that language is the primary problem facing Chinese immigrants. Inability to speak and understand English has hindered the progress of the Chinese in this country and has made it difficult for them to take advantage of opportunities. It also raises the rate of unemployment and underemployment. For this reason the CEDC primary goal in this program area is:

- to increase the basic education of SIA residents, particularly in regard to improving English language capabilities

##### Program Strategies

To accomplish this goal CEDC views an English language instruction program as an absolute necessity. Such a program should teach oral and aural English skills sufficient to allow placement in either jobs equivalent to previous vocational experience or to allow placement in other skills training programs.

##### Program Objectives

##### Initial two-year funding period

- to develop a successful English training curriculum
- to provide modern training facilities to ensure training proficiency





## Years Three Through Six of the Development Period

- to ensure the continued existence and development of the language training program and center

### Project Description

The program is planned to accomodate 160 students and offer four hours of classes a day. Non-English speaking employees of CEDC ventures will receive paid leave-time to take classes at the center. A staff of nine is projected. CEDC hopes to receive funding for this program from CSA Title II funds, CETA, HEW, and private foundations. A more extensive description of this program may be found in the Initial Funding Proposal, January 1978.



#### 4.53 Youth Development Plan

##### Program Goals

There are no indoor recreation facilities in Chinatown and little in the way of athletic facilities. Many youths are the children of immigrants and often have difficulties in adjusting to the American urban environment and in meeting people of their own age group. Children are faced with conflicts between the values of their parents and those of their peers. Counseling services are not readily accessible. These problems combine to cause the juvenile delinquency to rise at an alarming rate. Boston Chinatown does not yet have a juvenile problem of the same magnitude as New York or San Francisco, however there is still cause for concern. For these reasons the CEDC goal for this program is:

- to help youths to better adjust to their environment

##### Program Strategies

To accomplish this goal CEDC plans to start a youth center. The center will organize structured recreational programs to provide an energy outlet as well as bringing young people together. The center would also provide counseling services, and leadership and assertiveness training. The center would also strive to involve youths in community and cultural awareness projects in order to alleviate "identity crisis" problems.



## Program Objectives

### Initial two year funding period

- to establish a youth center which has the capability of providing the services described above by the end of the funding period

### Years three through six of the development period

- to see the new youth center successfully through its start up years

## Project Description

CEDC will lead other community youth groups in the establishment of the youth center which will provide the services noted earlier. Current plans call for a staff of four. Consultants will be brought in to develop the basic skills for a family life education program. Potential funding sources include CSA Title II, LEAA, HEW, Youth Activities Commission and private foundations. A more extensive description of this project may be found in the Initial Funding Proposal, January 1978.



#### 4.54 Social Service Development Plan .

##### Program Goals

The many new immigrants in the Chinese community find themselves unable to cope with all the problems created by the language barrier, detrimental environmental factors and cultural shock. The CEDC program will strive to improve the quality of life by facilitating the assimilation, acculturation and welfare of community members.

##### Program Strategies

To accomplish this goal, the CEDC has planned a comprehensive human service program specifically geared for newcomers and immigrants. In addition, crime prevention programs are to be instituted to protect the safety of the community members.

##### Program Objectives

##### Initial two year funding period

- to develop a newcomers orientation and social service program
- to establish a neighborhood security patrol

##### Years three through six of the development period

- to ensure the continued existence and development of the newcomers services program and neighborhood security patrol





## Project Description

The newcomers services program is planned to offer orientation services to the more than 500 annual immigrants to Boston as well as other recent immigrants. A staff of four is projected to be hired if funds are granted from CSA Title II.

The Neighborhood Security Patrol will be on foot 24 hours a day, seven days a week and be in constant communication through walkie-talkies with a trailer communication center. Funds have been requested from LEAA for this program and when received a staff of thirteen will be hired. A more extensive description of this program may be found in the Initial Funding Proposal, January 1978.



#### 4.55 Health and Elderly Development Plan

##### A. Health

###### Program Goals

The records of the Chinese Health Center indicate that less than 15% of their clients (all community members of our SIA) have third party payments (i.e., insurance, Medicaid, Medicare, etc.) and therefore have financial difficulties with medical bills. The CEDC primary goal is therefore:

- o to address the community lack of group health insurance

###### Program Strategies

To accomplish this goal the CEDC will make group health insurance accessible to all members of the SIA.

###### Program Objectives

###### Initial two year funding period

- o to establish Group Health Insurance Project

###### Years three through six of the development period

- o to ensure the continued existence and expansion of the Group Health Insurance Project

###### Project Description

The CEDC projects hiring two staff members to investigate insurance plans, to market the plan and to assist SIA members



in their health insurance needs. Funds are expected from CSA Title II. A more extensive description of this program may be found in the Initial Funding Proposal, January 1978.

## B. Elderly

### Program Goals

Local hospitals do not have bilingual/bicultural staffs who are sensitive to the needs and problems of our mono-lingual elderly and/or sick. The CEDC program will strive to assist in filling the gaps left by the existing services.

### Program Strategies

To accomplish this goal, the CEDC will assist in the development of a Chinese nursing home and the development of bilingual/bicultural homemaker services.

### Program Objectives

#### Initial two year funding period

- to assist in a feasibility study of a Chinese nursing home
- to assist in investigation of homemaker services

#### Year three through six of the development period

- to assist in the establishment of a Chinese nursing home



### Project Description

The CEDC will assist community groups in the above areas by providing technical assistance in proposal writing and group development. No additional staff will be necessary.





#### 4.56 Cultural Development Plan

##### Program Goals

The rich cultural heritage of the Chinese is continuously diluted by the fight of community members for daily survival. The CEDC primary goal in this area is to establish a vehicle that would allow the Chinese immigrant to maintain his cultural ties with his birthland and allow the non-immigrant the opportunity to learn about his cultural heritage.

##### Program Strategies

To accomplish this goal, the CEDC will establish a Cultural Center and a Chinese Historical Society.

##### Program Objectives

##### Initial two year funding period

- to establish a Cultural Center
- to establish a Chinese Historical Society

##### Year three through six of the development period

- to ensure the continued existence and development of the Cultural Center and Historical Society

##### Project Description

The CEDC will establish a facility (the Cultural Center) that will house an art gallery, develop community-based arts and



cultural programs and be a clearinghouse for ethnic cultural exchanges. A more extensive description of this program may be found in the Initial Funding Proposal, January 1978.



## 5.0 Development Implementation

5.1 Venture Development Planning and  
Project Analysis

5.2 Program Management of Venture Development

5.3 Program Evaluation



## 5.0 Development Implementation

### Introduction

In this section, we will describe our ideal process for development implementation, beginning with economic development planning and continuing through venture development. In the development planning section, we examine both the sector and project level, and the income effect as well as the business itself. In the venture development section, we examine the policy-making, and staff level work involved with developing a venture.

In addition, we examine the ideal model for program evaluation of CEDC. This includes a process systems model emphasizing the development processes and the social-political systems context within which CEDC operates. This evaluation should improve the development planning and venture development of CEDC.





## 5.1 Venture Development Planning and Project Analysis

### Introduction

A significant amount of development planning and project analysis must be made in order that proper identification and selection of ventures and projects can be made. This analysis can be divided into four areas: industrial sector analysis; project analysis, business analysis and community income accounts analysis. The content of this planning and analysis follows.

### Industrial Sector Analysis

Industrial sector analysis includes industrial location analysis and manpower planning.

#### • industrial location analysis

- identification of sectors of industry that would potentially locate in Boston Chinatown
- estimation of location cost functions; e.g. of a semi-skilled resident labor force, vacant space of 2-3K of 5-7K square feet/floor, proximity to the Southeast Expressway and so on
- formulation of alternative industrial location programs
- cost/benefit analysis of alternative industrial location program

#### • manpower planning

A. In the labor market



- task analysis and other job content analysis of potential firms
- job skill analysis of current and future labor force
- matching job skills with job creation and identifying alternative industries to expand in as a means of providing new jobs
- wage and benefits estimation of alternative jobs
- forecasting of future manpower needs
- formulation of alternative manpower development programs
- cost/benefit analysis of alternative programs

B. Within selected enterprises

- analysis of wage and non-wage compensation
- analysis of internal allocative rules
- analysis of job structure
- analysis of managerial procedure
- analysis of job vacancies
- analysis of subcontracting
- analysis of overtime
- analysis of hiring standards
- analysis of recruitment procedures



- analysis of screening procedures
- analysis of training

### Project Analysis

Project analysis includes cost/benefit, linkage and power analysis

#### ● cost/benefit analysis

- estimation of shadows prices of factors of production, with land, labor and capital, and social discount rate
- identification of external as well as internal costs and benefits
- identification of qualitative and quantitative costs and benefits

#### ● linkage analysis

- identification of potential Chinese-owned businesses for purchase of materials and intermediate products
- identification of potential Chinese-owned businesses for sale of finished goods
- estimation of multiplier effect on income and employment



#### • power analysis

- assessment of structure of the industries of the venture
- assessment of behavior of the industries of the venture
- assessment of entry and exit costs
- assessment of technological development and source of this technology of the venture
- assessment of the power in the production and distribution process of the industry of the venture

#### Business Analysis

Business analysis includes a marketing and financial and venture analysis.

#### • marketing analysis

- analysis of the marketing mix of the venture including the analysis of the product pricing promotion (including advertising), channels of distribution (industrial sales forces).
- analysis of the marketing program, its projection financing, timing and management





• financial analysis

- analysis of the financial projections of the operation of the venture
- analysis of the structure of the deal, i.e., adequacy, use of different instruments, terms, costs, sources and net benefits to CEDC.
- risk/return analysis of alternative financings

• venture analysis

- adequacy of marketing, production, financial and accounting management and plans
- health of key individuals
- investment of key individuals
- support of venture by individuals, business, banking, consultant, and other organizations



## Community Income Accounts Analysis

- o Estimation of individual accounts
  - estimation of adjusted gross income
  - estimation of consumer credit
  - estimation of savings
  - estimation of public assistance
  - estimation of unemployment compensation
  - estimation of workmen's compensation
  - estimation of social security
  - estimation of police and crime
  - estimation of city services
  - estimation of housing
  - estimation of business activity and taxes
  - estimation of personal and property taxes
  - estimation of consumer expenditures and taxes
- o Sources and uses of funds by resident
- o Income flows.

These planning and other analyses are to be done either in-house or by consultants.



## 5.2 Program Management of Venture Development

### Introduction

In this section, we will review program management of venture development from a planning and decision-making process point-of-view. This is more apropos the development planning theme of this document. The IFP will review program management from an administrative point-of-view.

Therefore, we will review program management in the process sequence of development policy formation, development planning, venture development, financing design, investment decision, and operational development (see Table 5.1).

### Development Policy Formation

All development policy in a development program area is established by the relevant Development Committee (i.e., the Housing and Land Development Committee, the Technology and Industrial Development Committee, and the Finance and Trade Committee) in recommendation to and confirmation by the Board of Directors. It is up to the Board of Directors to establish the priorities among program areas and the final policy within each program area.

Development policy is defined as the composition and ordinal ranking of the goals of community economic development. This policy serves as a guideline for the strategy formulation and allocation of administrative and capital resources.

The Board of Directors may also direct the staff to focus on a venture development program or a specific venture to implement



development policy.

### Development Planning

At the present planning grant stage, development planning is done in the Office of Venture Development. The present document is a product of this office. In the present organization, the three areas of housing, community and industrial development are handled by the staff of three different project analysts. Integration of the three areas is done at the level of the Director of Venture Development.

In the operational grant stage, the development planning function may be transferred to an Office of Development Planning and Evaluation. Design of the types of planning and the planning process will be co-ordinated with the Director of Venture Development, Director of Community Services and the Executive Director. Among the initial planning to be undertaken in this new office are community income accounts, shadow price estimation, manpower planning and a section-level industry location analysis. Any consultant in development planning will be supervised by the development economist under direction of the relevant director.

### Venture Development

At the present, venture development is done partially in the Office of the Executive Director and increasingly in the Office of Venture Development.

In the operational grant stage, venture development will be done





nearly completely in the Office of Venture Development. Possible investments may reach the office in several ways. These include approaches made directly to the Office of Venture Development, to the Executive Director, to a member of the Board of Directors, or to a member of a committee. All inquiries will be forwarded to the Director of Venture Development. The Director of Venture Development will aggressively seek, identify and initially screen new ventures for potential development that fit the development planning guidelines. Some 80-90% of all ventures should be disqualified at this stage. Further investigation will be handled by an Assistant Director of Venture Development, while initial prospect analysis will be handled by a project analyst with financial projection assistance from the Office of Fiscal Affairs. Based on this secondary screening of the initial cost/benefit, marketing, financial, entrepreneurial and managerial feasibility, the Director of Venture Development will make a tentative decision about its viability and value for CEDC, and therefore the need for continued work. Perhaps 25-50% of all proposals will pass this stage.

With the initial senior staff agreement, the Director of Venture Development will proceed with the development of the new venture. If consulting is required, particularly for marketing analyses, a recommendation to hire a consultant will be made to the relevant development committee for recommendation to the board. The Director of Venture Development will supervise any consultant so hired. If the project is still deemed viable and beneficial after the consultant work, the project analysis is finished.



### Financing Design

Once the project analysis is complete, the next stage begins. The Director of Venture Development with the assistance of the relevant Assistant Director, will design a financing scheme in consultation with the Director of Fiscal Affairs. Both the financial structure and financing sources plans initial agreement with the entrepreneur must be secured.

### Investment Decision

Once the staff and consulting work is completed, the next stage begins. The Executive Director with the Director of Venture Development and Director of Fiscal Affairs must present the new venture to the Loan and Investment Committee for consideration. If approved, the Loan and Investment Committee makes recommendation to the Board for participation in the new venture whereupon the Board either accepts or rejects this proposal. Upon acceptance, this package is sent to OED for approval. If OED accepts the proposal as is, the Executive Director together with the Director of Venture Development and the Legal Counsel will then consummate any legal agreements required. If OED asks for additional materials or a reworking of the proposal, the Senior Staff is responsible for complying with OED requirements.

### Operational Development

Once the investment has been made, it is up to the Director of Fiscal Affairs to oversee the initial implementation of the legal agreement. This activity is to be coordinated with the Office of



Venture Development in implementing the new venture.

The Director of Fiscal Affairs will monitor all investments. This will be done with a comprehensive management control system: a venture monitoring system with a heavily financial orientation. This will provide a mechanism to CEDC top management for evaluating on an on-going basis the overall condition of business of its organizational units and operating subsidiaries. The venture monitoring program will encourage formal and systematic reviews by qualified individuals to determine the extent to which the venture as well as CEDC is achieving the goals prescribed by the CEDC governing body and management and to identify conditions in need of improvement.

The Office of Fiscal Affairs will also conduct on an on-going basis, an examination of the administrative operations and organizational arrangements of the venture using predetermined standards of good management for evaluation. Financial control of ventures will be achieved through the design, development and maintenance of a financial accounting system that can be made available primarily to wholly-owned ventures but also to partially owned ones. The Fiscal Affairs Office in monitoring the progress of ventures will require several statements of each venture such as:



1. Comparative Balance Sheet preferably on a monthly basis but at least quarterly, and on a year to date basis.
2. Comparative Income Statements preferably on a monthly basis but at least quarterly, and on a year to date basis.
3. Funds Flow Statement monthly or quarterly.
4. All Covenants from sources other than CEDC.
5. Market Analyses with information such as operating break-even points, penetration, promotion, price, product and distribution.

With these reports CEDC can perform an analysis of sales, including cost of sales, sellings, general and administrative expenses as well as aging of accounts receivable and accounts payable, prepare financial ratios and compare projected performance versus actual performance.

It will impart the significance of audit findings to top management to enable them to streamline operations, to cut costs, to evaluate programs, to uncover out-of-date methods, to improve virtually all facets of the daily activities of the organization and to supply data which will provide a sound basis for measuring managerial effectiveness.

It will be an objective that the accounting system will conform to generally accepted accounting principles.





There is special stress on revising financial report formats and on disclosing and formally explaining questionable amounts or cost deviations from normal or budgeted amounts. Continued effort will be made to assure timeliness of financial reports together with preliminary analysis and qualitative explanation of financial results. Timeliness of financial reports and reduction of accounting costs are expected to be better achieved with the computerization of the accounting system.

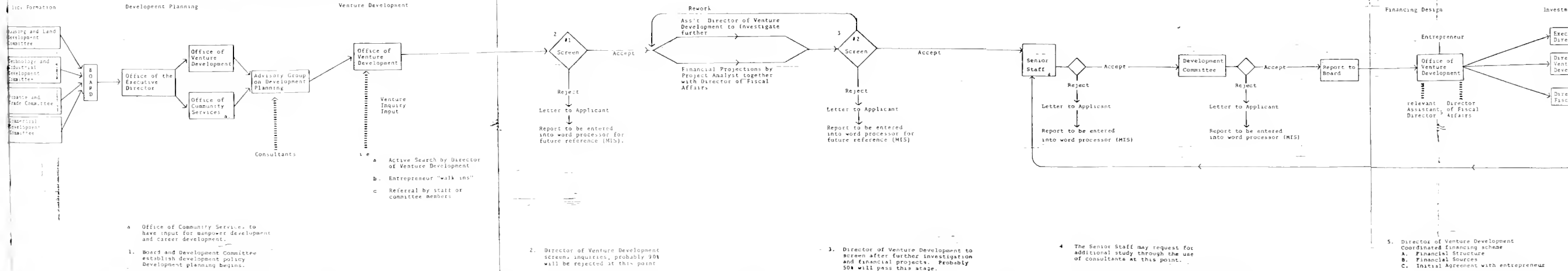
It will be an objective of the Office of Fiscal Affairs to formally communicate analyses to managers and to require formal responses from them to their Boards of Directors. In the case that the management control system identifies major operating problems in what CEDC is monitoring, then intervention will be required. The analyst will let the Director of Fiscal Affairs know of these problems so that this Director and the Director of Venture Development might make a prognosis and devise a plan for intervention. The Director of Fiscal Affairs will then begin a process of corrective action.

#### Divestiture

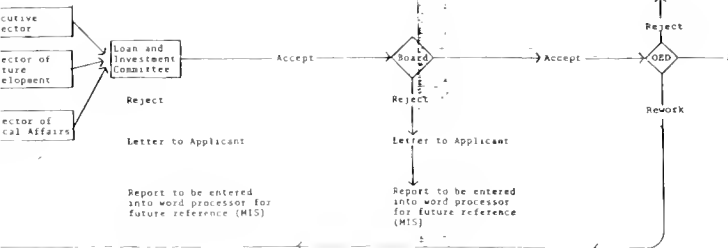
If the new venture reaches a point where no further investment is required, the Director of Fiscal Affairs together with the Director of Venture Development may recommend to the Loan and Investment Committee to divest the venture. If the Loan and Investment Committee agrees that divestiture is appropriate, then it will recommend the same to the Board for final approval.

See Table 5.1 for a diagram of the venture development process.

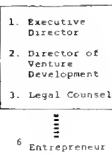
Table 5.1 Program Management of Venture Development Process



Investment Decision

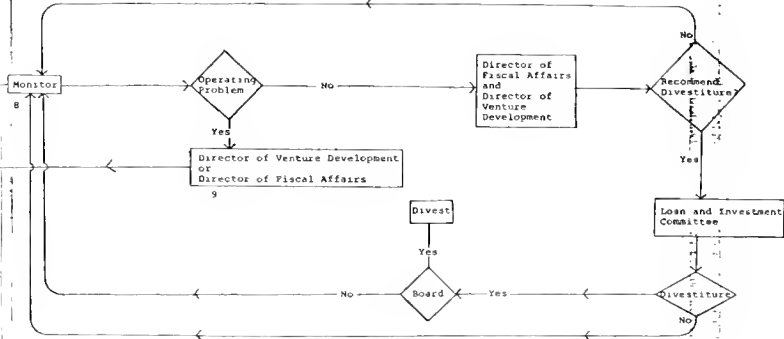


Operational Development



6. Negotiations with entrepreneur to consummate agreements.

7. Initial implementation of legal agreement by Office of Fiscal Affairs and to be coordinated with the Office of Venture Development.



8. Monitoring performed by Office of Fiscal Affairs.

9. Design and implement necessary intervention.



### 5.3 Evaluation

#### Introduction

In evaluating CEDC, it is crucial to establish a model of the operation of CEDC in the wider social, political and economic context. To do so, we plan to utilize the process systems model. By this we mean to model the outcomes of the program, the various processes used by CEDC, the adequacy of the performance of these processes, and the context within which the program operates, let us examine measures for evaluation.

Evaluation will enable CEDC to constantly review for changes its development strategies and programs and venture development process. Surely such important changes as the ranking of goals, shifting of government resources, withdrawal of boundary developers, and shift of current immigration patterns will warrant a review of the strategies, programs and process.



## Outcomes of the Program

Among the program outcomes, we can list the following essential measures by goals, strategies and programs.

- A. Goals:
- |                                   |   |  |
|-----------------------------------|---|--|
| human capital development         | o | number of dollars invested per person and distribution.                          |
| income distribution & development | o | increase income per person.  |
|                                   | o | Gini coefficient of income distribution income generating processes established. |
|                                   | o | new distribution programs established.   |
| wealth distribution & development | o | increase wealth per person.  |
|                                   | o | Gini coefficient of wealth distribution.   |
|                                   | o | new distribution programs established.   |
| institutions development          | o | institutions created.  |
|                                   | o | interrelationships with other key community institutions.                        |
|                                   | o | development program established.   |
|                                   | o | projects development by institutions.  |





- physical land development
  - increase use of space in square feet by each land use
  - land development projects established.
  - elimination of acreage of conflicting uses.

#### B. Economic development strategies:

- unbalanced growth
  - dollar of sales of venture in leading sectors.
  - jobs created in primary labor economy.
  - job training position created in the training economy.
- backward and forward linkage
  - increase dollar of sales and purchases along production stages of local industries.
- linked development
  - dollar of related programs spent on one site or one project.
- coalition-building
  - links of key organizations to support of ventures and projects.



- link of key individuals to support of ventures and projects.

growth pole development

- increase density of land uses.
- linkage to other development projects.
- Capture of capital appreciation

#### C. Programs:

housing development

- number of dwelling units rehabilitated or newly constructed.
- rental subsidy distribution secured.
- family versus individual versus elderly distribution.
- room size distribution.

manufacturing development

- number of new or expanded manufacturing firms established.
- number of new jobs created.

construction development

- number of construction jobs for Chinese created.



- construction dollar captured by Chinese construction firms.
- commercial development
  - number of restaurants involved.
  - increase dollar sales of restaurants due to clean-up program.
  - dollar sales of other food ventures.
  - dollar sales of government purchasing supplied.
- financial development
  - dollars leveraged.
  - number of new ventures.
- manpower development
  - number of workers in English as a Second Language (ESI).
  - number of workers in job training.
  - number of workers in job placement.
  - income increase per worker placed.
  - career development and ladders established.



social development

- o number of successful immigration cases
- o number of group health insurance.
- o total increase income transfer per resident and its destination





## Processes Utilized

Among the processes utilized, we can list the following important types by strategies:

unbalanced growth

- o venture identification processes
- o entrepreneurial identification processes

backward & forward linkage

- o cooperative processes of restaurants and of food suppliers
- o competitive marketing practices toward established firms

coalition-building

- o linkage with chain-owned firms
- o leadership and organizational interactions
- o key decision - making processes
- o processes of influence
- o dynamics of community politics



Growth Pole  
Development

- interrelationship among residents, commercial and industry development
- agglomeration processes



## Adequacy of the Performance of These Processes

Among the adequacy measures, we can list the following ones by goals.

### A. Goals:

- |                           |   |
|---------------------------|---|
| human capital development | • dollars invested per<br>minimum income gap necessary<br>per invested individual.  |
| income distribution       | • annual increased income by<br>Gini coefficient for Chinatown vs<br>Boston.  |
| wealth distribution       | • proportion of home ownership<br>for household for each<br>segment of housing stock<br>value.<br><br>• increase land ownership by<br>Chinese vs total land by land<br>use.<br>• increase business ownership<br>by Chinese vs. total business<br>by sector. |
| institutions development  | • creation of development and<br>development finance institu-<br>tions to achieve other goals.  |
| physical land development | • sufficient land development<br>to absorb new immigrant needs.   |



Program adequacy measures simply divide actual measures by need measures.

B. Programs:

- |                        |   |
|------------------------|---|
| land development       | o $\frac{(\text{land redeveloped})}{(\text{land use needed})}$  |
| housing development    | o $\frac{(\text{housing by dwelling units development})}{(\text{housing needed})}$  |
|                        | o $\frac{(\text{housing by elderly individual, family development})}{(\text{housing needed})}$  |
|                        | o $\frac{(\text{housing by room size})}{(\text{housing needed})}$   |
|                        | o $\frac{(\text{housing by rent subsidy secured})}{(\text{rent subsidy needed})}$   |
| manpower development   | o $\frac{(\text{ESL positions supplied})}{(\text{ESL positions needed})}$   |
|                        | o $\frac{(\text{OJT positions supplied})}{(\text{OJT positions needed})}$   |
|                        | o $\frac{(\text{new jobs created})}{(\text{new jobs})}$   |
| industrial development | o $\frac{(\text{sufficient diversification to secure adequate average growth of jobs})}{(\text{Average growth needed in the Chinatown economy})}$ |





social development

o  $\frac{(\text{programs participants})}{(\text{immigrants})}$  per year



## Context of Operation of Programs

Among the contextual nature of the programs, we include social, political and economic factors. These include:

### A. Social Contexts

- o Northern vs. Southern, suburban vs. urban, non--Boston vs. Boston, entrepreneurial vs. civic, People's Republic of China vs. Republic of China, Christian vs. Taoist/Buddhist, and other Chinese clearages.
- o conflicts between Chinese and American cultures.

### B. Political contexts

- o community politics, eg., relationship with Chinese Benevolents Association, Chinese Merchants Association, South Cove Community Health Services, Golden Age Center, Chinese-American Civic Association.
- o ethnic politics, eg., relationship with Chin, Yee, Lee and Wong Family Associations, et. al.
- o city politics, eg., relationship of Mayor of Boston, City Councilors, members of the Board of Education, et. al.
- o state politics, eg., relationship with Governor of Massachusetts, Massachusetts State Legislature, Executive Office of Communities and Development, Executive Office



of Manpower Affairs, Executive Office of Commerce.

C. Economic contexts

- city economy structure, is relationship with city industrial structure.
- state economy structure, is relationship with state industrial structure.
- regional economy structure, is relationship with regional industrial structure.
- trade relations with Asia.



## 6.0 Conclusion

In conclusion, we may state definitively that the Boston Chinese community is one in need of substantial economic development. These needs include but are not limited to those of:

- increased land use for community purposes;
- increased low- and moderate- income housing;
- increased industrial development into growth industries;
- increased diversification and backward linkage in commercial development;
- substantial development finance institutions to be established; and
- increased manpower and various social development.

These needs can be met substantially over the course of the next six years. Some of the programs required include:

- substantial low- and moderate- income housing development;
- industrial location start-up, expansion and investment;
- food diversification;
- establishment of a limited SBIC and a Local Development Corporation; and
- creation of a number of social development programs.(see Table 6.1)

CEDC feels confident that the embarking on a development program with the above program elements will make a substantial impact on the problems of poverty in the Chinese Community of Boston.





Table 6.1

6-Year Plan of CEDC Development (1978-1984)

Program	Phase I yrs 0-2	Phase II yrs 2-6
<u>Economic Development</u>		
Housing Development	<ul style="list-style-type: none"> <li>o submit federal financing for 100-150 dwelling units</li> </ul>	<ul style="list-style-type: none"> <li>o near completion of 100-150 dwelling units</li> <li>o start another 300 dwelling units</li> </ul>
Manufacturing and Construction Development	<ul style="list-style-type: none"> <li>o invest in one high-technology firm with 50 workers</li> </ul>	<ul style="list-style-type: none"> <li>o invest in one medium technology firm with 25 workers per year.</li> <li>o merge or expand one construction Co.</li> </ul>
Commercial Development	<ul style="list-style-type: none"> <li>o start garbage collection company</li> <li>o start a maintenance firm (opt.)</li> </ul>	<ul style="list-style-type: none"> <li>o start food firm in new stage of the production process</li> </ul>
Development Finance Institutional Establishment	<ul style="list-style-type: none"> <li>o start CDC</li> <li>o start Limited SBIC</li> <li>o start LDC</li> <li>o start leasing co. (opt.)</li> </ul>	<ul style="list-style-type: none"> <li>o invest in one project by each institution</li> </ul>

Source: CEDC Venture Development and Community Service Staff.



## 7.0 Appendices

- I. Four New Housing Towers in Chinatown
- II. A. Chinese Restaurants (1977) in Greater Boston (incomplete list)
- III. Garment Wholesalers in Boston Chinatown and Leather District (1977)
- IV. Garment Manufacturers in Boston Chinatown and Leather District
- V. Some Development Potentials



Appendix I

The Four New Housing Towers in  
Boston Chinatown  
(1977)



Overall  
Economic  
Development  
Plan  
Jan '78. CEDC

Mass Pike Towers  
Tremont Street  
Boston, Massachusetts  
Contact: Shirley Lee 423-5900

1. 200 housing units

<u>Number (quantity)</u>	<u>Type of apartment</u>
42	one bedroom
142	two bedroom
16	three bedroom

Division in Blocks:

<u>Block</u>	<u># of apartments in each block</u>	<u># of floors</u>
A	72	10
B	96	13
C	12	4
D	6	3
E	14	3

Elevator stops at floors; 3, 6, 9, 12

3. Number of people per dwelling:

N.A.

4. Eligibility criteria is a function of income per household.

<u>Number in Household</u>	<u>Income Level</u>
1	\$ 9,600
2	11,000
3	12,300
4	13,700
5	14,000
6	15,400
7	16,300
8	17,200

Rent per month as defined by Section 8:

<u>Number of Bedrooms</u>	<u>Rent</u>
1	\$199
2	224
3	255





5. In numbers:  
37 Whites  
11 Blacks  
2 Spanish  
150 Chinese

6. No vacancies

7. See Tai Tung

Overall  
Economic  
Development  
Plan  
CEDC, '78

Golden Age Center on Essex Street

27 units

congregate housing for the elderly  
in China town

202 loan program

Oxford Street Housing

MHFA rehab.

Quincy Towers  
Oak Street West  
Boston, Massachusetts

*Overall  
Economic  
Development  
Plan  
CEDC, '78*

Contact: Hunneman Company, Pamela Petrie 742-4430 for  
Quincy Tower Association

1. 162 housing units
2. 3 rooms per unit plus bath (that includes kitchen, bedroom living room.)
3. Less than two elderly persons per dwelling
4. Eligibility criteria:
  - a) must be 62 years or above
  - b) must meet income requirement as defined by Housing and Urban Development. There are a sleuth of requirements. Function of funding programs.
  - c) rent per month:
    - for low income people is based on 25% of individual's yearly income.
    - for moderate people it's \$230 per month
5. Majority of the residents are Chinese (about three quarters)
6. There are only vacancies for the moderate. Moderate comprises 58 of all housing units.
7. There are 115 people as of December, 1977, on the waiting list for low income housing units.

*\* A MHFA project*



Tai Tung  
 232 Harrison Avenue  
 Boston, Massachusetts 423-5900  
 Shirley Lee

Overall  
 Economic  
 Development  
 Plan  
 Jan '78. CEBc

1. 214 housing units

<u>Number (quantity)</u>	<u>Type of Apartment</u>
50	one bedroom
106	two bedroom
39	three bedroom
19	four bedroom

Division in blocks:

<u>Block</u>	<u># of Apartments</u>	<u># of Floors</u>
A	95	15
B	40	8
C	8	3
D	71	12

Elevator stops at floors, 5, 8, 11, 14

3. Number of people per dwelling is based on maximum number of people allowed per bedroom:

<u>Number of bedrooms</u>	<u>Number of People</u>
1	Less than 2 people
2	Less than 3 people
3	4-6 people
4	6-8 people

4. Eligibility criteria is a function of income per household

<u>Number in Household</u>	<u>Income Level</u>
1	\$10,300
2	12,500
3-4	14,700
5-6	16,900
7+	19,100

Rent per month as defined by Section 8

<u>Number of bedrooms</u>	<u>Rent</u>
1	\$244/month
2	\$279/month
3	\$314/month
4	\$347/month

5. 98% Oriental  
 2% White



Overall  
Economic  
Development  
Plan  
CEDC '78

6. No vacancies .
7. Over 2,000 on waiting list for Tai Tung and Mass Pike Towers.





Overall  
Economic  
Development  
Plan  
CEDC, '78

Chauncy House  
115 Chauncy Street  
Boston, Massachusetts 02111  
426-1636  
Contact: Mr. Armstrong

1. 88 dwelling units
2. 22 studio      66 - 1 bedroom
3. FHA subsidized  
40% low income  
regulation      no more than 2 blood related  
236 program  
25% of y income or the basic rent  
62 years old or disabled or income \$5,000  
2 per \$5,600  
70% - 57 units      Chinese
4. 117 - waiting list  
75%: Chinese
5. first floor - commercial space  
3 K square feet  
5 year lease  
15 - \$1,600 per month  
\$5 per square foot



Appendix II A

Chinese Restaurants

in Greater Boston

(incomplete list) (1977)



•

Chinese Restaurants

Aku-Aku	215 Concord Turnpike, Cambridge, MA 02138
Aku-Aku	390 Commonwealth Ave., Boston, MA 02141
Anita Chue's	1366 Beacon St., Brookline, MA 02146
Asia	27 Stoughton St., Dorchester, MA 02122
Ba-hai Restaurant	642 Providence Highway, Walpole 02081
Bamboo Huts	131 Boston Post Rd., Wayland 01778
Bamboo Huts	177 Mass. Ave., Lexington, MA 02173
Bamboo Villa	30 Lenord St., Belmont 02178
Blue Hawaii	333 Main St., Watertown 02172
Blue-Sky	274 Washington, Wellesley 02181
Bo-Shek	63 Beach St., Boston, MA 02111
Bo-Bo	719 Broadway, Somerville, MA 02143
Bob Lee's Islander	20 Tyler St., Boston, MA 02111
Bora Bora Restaurant	117 Mass. Ave., Lexington 02173
Brown Jug	1178 Bluehill Ave., Mattapan, MA 02126
Can Tab	738 Mass. Ave., Cambridge, MA 02138
Canton Chinese Food	24 College Ave., Somerville, MA 02143
Canton	111 Worthington St., Springfield, MA 01103
Canton House	103 Sharon St., Stoughton, MA 02072
Carl's Pagoda Restaurant	23 Tyler St., Boston, MA 02111
Catbay Center	203 Bridge St., N. Weymouth, MA 02191
Cathay City	266 N. Main St., Randolph, MA 02368



Cathay Inn	255 Highland Ave., Needham, MA 02192
Cathay Island	So Willow St., Manchester, N.H. 02103
Cathay Manor	1875 Main St., Brockton, MA 02401
Cathay Terrace	180 Worchester Turnpike, Wellesley Hill, MA 02181
Cathay Village	500 River St., Mattapan, MA 02126
Charlie Wong	1118 Acushnet Ave., New Bedford, MA 02746
Chin Duey	180 Worchester St., Wellesley, MA 02181
Chin Lee	65 Merrimack St., Lowell, MA 01852
China Bell	1249 VFW Pkway., W. Roxbury, MA 02132
China Capital	1460 Dorchester Ave., Dorchester, MA 02122
China Centre	22 Union St., Newton Center, MA 02159
China Clipper	894 Purchase St., New Bedford, MA 02740
China Den	449A Broadway, Everett Sq., MA 02149
China Gold	1727 Centre St., W. Roxbury, MA 02132
China Inn	250 Harvard St., Brookline, MA 02146
China Joy	1514 Bluehill Ave., Mattapan, MA 02126
Chinaland	48 Dodge St., Beverly, MA 01915
China Lantern	90 Ocean Ave., Revere, MA 02151
China Lido	425 Hancock St., Quincy, MA 02169
China Light	289 Walk Hill St., Jamaica Plain, MA 02130
China Moon	170 Main St., Rt. 28, Stoneham, MA 02180
China Ocean	22 Main St., Medford, MA 02155
China Palace	101 South Main St., Rochester, N.H. 03869





China Palace	625 Washington St., Weymouth, MA 02188
China Pavillon	14 Hudson St., Boston, MA 02111
China Pearl	9 Tyler St., Boston, MA 02111
China Roma	258 Broadway, Revere, MA 02131
China Plaza	35 Market St., Rockland, MA 02390
China Rainbows	36 N. Beacon St., Watertown, MA 02172
China Sails	1202 Boylston St., Brookline, MA 02146
China Sails	516 Loring Ave., Salem, MA 01990
China Sails	North Shore Shopping Center, Peabody, MA 01960
China Sky	784 Adams St., Dorchester, MA 02122
China Star	105 Sea St., Quincy, MA 02169
China Sun Lunch	497 Washington St., Dorchester, MA 02122
China Tower	1074 Lexington St., Waltham, MA 02154
China Union	1460 Dorchester Ave., Dorchester, MA 02122
China Vienna	297 Chelsea St., E. Boston, MA 02128
China Village	1104 County St., Somerset, MA 02921
China Vittoria	34 Fleet St., Boston, MA
Chinese Kitchen	1279 Hyde Park Ave., Hyde Park, MA 02136
Chin's	190 Washington St., Westwood, MA 02090
Chin's Villa	177 Willow St., Waltham, MA 02154
Chin's Village	931 Worchester St., Wellesley, MA 02181
Chuck's China Inn	1856 Acushnet Ave., New Bedford, MA 02946
Chung-Shin Yuan	183 California St., Newton, MA 02158
Co-Luck Restaurant	298 Washington St., Brighton, MA 02135
Colleen's Chinese Cuisine	792 Main St., Cambridge, MA 02139



Diamond Head	92 Broadway, Saugus, MA 01906
Dragon Chef Inc.	411 Washington St., Brighton, MA 02135
Dragon Chef West Inc.	679 Moody St., Waltham, MA 02154
Dragon Gate	250 Harvard St., Brookline, MA 02146
Dragon Villa	275 Mystic Ave., Medford, MA 02155
East Tea House	289 Beacon St., Somerville, MA 02143
Egleston Chinese Kitchen	3093 Washington St., Jamaica Plain, MA 02130
Eurasia Restaurant	63 Columbia Rd., Braintree, MA 02184
Faith's Restaurant	11A Hudson St., Boston, MA 02111
Far East	354 Chestnut Hill Ave., Brookline, MA 02146
Five Corners	405 Franklin St., Braintree, MA 02184
Foon Wong	613 E Broadway, S. Boston, MA 02127
Four Seas	4 Tyler St., Boston, MA 02111
Four Seasons	1099 Main St., Wakefield, MA 01880
Fung Won	8 Tyler St., Boston, MA 02111
Gold Coin	296 Main St., Malden, MA 02145
Gold Corner Lunch	19 Vancoover St., Roxbury, MA 02119
Gold Moon	2049 Center St., W. Roxbury, MA 02132
Golden Bridge	655 Eastern Ave., Malden, MA 02148
Golden Dome	150 Bowdin St., Boston, MA 02108
Golden Gate	19 W. Fostea, Melrose, MA 02176
Golden Dragon	103 Brighton Ave., Allston, MA 02134
Golden Gate	66 Beach St., Boston, MA 02111
Golden Horde	1281 Cambridge St., Cambridge, MA 02139
Golden Phoenix	150 Worchester Rd., Framingham, MA 01701
Golden Star	817 Washington St., Newton, MA 02159



Golden Temple	1651 Beacon St., Brookline, MA 02146
Good Earth	5 Tyler St., Boston, MA 02111
Gosing Restaurant	22 Union, Newton, MA 02158
Gon's	16 East Main St., Fall River, MA 02724
Grace Wong's	1300 Pleasant St., Fall River, MA 02723
Green Jade	1705 Beacon St., Brookline, MA 02146
Green Jade	190 Washington St., Westwood, MA 02090
Happy Garden	23 Tyler St., Boston, MA 02111
Happy Palace	93 Traples Rd., Belmont, MA 02178
Hawaiian	146 Boylston St., Boston, MA 02116
Hawkeye's Lounge	10 Tyler St., Boston, MA 02111
Ho Sai Gai	1020 W. Roxbury Pkway., Brookline, MA 02146
Ho Toy	178 Mt. Vernon St., Dorchester, MA 02122
Ho Toy Village	333 Harvard St., Brookline, MA 02146
Hoa Hoa Restaurant	507 Broadway, Somerville, MA 02193
Hon Koun Restaurant	129 Jersey St., Boston, MA
Ho Wah	1460 Dorchester Ave., Dorchester, MA 02122
Hong Fong	1232 Acushnet Ave., New Bedford, MA 02746
Hong Kong Island	Rt. 1 Provident E. Hghwy., Norwood, MA 02062
Hong Kong	1236 Mass. Ave., Cambridge, MA 02138
Hong Kong House	515 Main St., Melrose, MA 02176
Hong Kong Restaurant	1785 Acushnet Ave., New Bedford, MA 02741
Hong Luck Restaurant	86 Harrison Ave., Boston, MA 02111
House of Roy	25 Tyler St., Boston, MA 02111



House of Toy	3 Hudson St., Boston, MA 02111
How Yen Han	13 Hudson St., Boston, MA 02111
Hu Ke Lau	827 Williams St., Longmeadow, MA 01106
Hula Hula Restaurant	864 Main St., Waltham, MA 02154
Hunan Restaurant	700 Mass. Ave., Cambridge, MA 02138
Jade Island Restaurant	870 Walnut St., Newton, MA 02158
Joy Hing	490 Pleasant St., Attleboro, MA 02903
Joy Fong	447 Mass. Ave., Cambridge, MA 02138
Joy Young	52 Elm St., Brockton, MA 02401
Joyce Chen	302 Mass. Ave., Cambridge, MA 02138 500 Memorial Drive, Cambridge, MA 02140
Ka-Uai	219 Beach St., Malden, MA 02148
Henry's Restaurant	52 Beach St., Boston, MA 02111
Kim Wah	453 Mass. Ave., Arlington, MA 02174
Kim Toy	2 Tyler St., Boston, MA 02111
Kona Kai	17 Commonwealth Ave., W. Concord, MA 01981
Kon Tiki Ports	39 Dalton St., Boston (Sheraton Bos.) MA 02111
Kong Show	48 Center St., Rutland, Vt. 05701
Koolau Island	428 Washington St., Weyland, MA 01778
Kowloon	948 Broadway, Rt. 1, Saugus, MA 01906
Lee's Garden	359 Great Rd., Bedford, MA 01930
Lee's Yankee Dollar	438 Common St., Belmont, MA 02198
Leung's	1100a BlueHill Ave., Dorchester, MA 02122
Lew Shing	665A Tremont St., Boston, MA 02116
Lichee Garden Restaurant	196 Border St., E. Boston, MA 02111





Ling Nam	183 Mass. Ave., Boston, MA 02115
Lucky Garden	282 Concord Ave., Cambridge, MA 02138
Lung Foon	1720 Mass. Ave., Cambridge, MA 02139
Mai Jen	103 Brighton Ave., Allston, MA 02134
Mai Kai	131 Drumhill Rd., Chelmsford, MA 01824
Mai Tai	462 Quincy Ave., Braintree, MA 02184
Makaha Restaurant	255 Great Rd., Acton, MA 01720
Mandalay Restaurant	329 Huntington Ave., Boston, MA 02115
Mandarin Garden	22 Union St., Newton, MA 02158
Mandaria House	514 Broadway, Saugua, MA 01906
Mandarin Yen Restaurant	671 Boylston St., Boston, MA 02115
Mark You	1236 Pleasant St., Fall River, MA 02723
Mei-Ling Restaurant	434a Salem St., Medford, MA 02155
Ming Chow's	964 Sarataga St., E. Boston, MA 02128
Ming Toy	214 Elm St., Somerville, MA 02143
Moon Villa Restaurant	23 Edinboro St., Boston, MA 02111
Moy Lee	110 Beach St., Narragansett, R.I. 02882
Moy Moy	1365 Washington St., Newton, MA 02158
Nanking	659 Main St., Waltham, MA 02154
New Canton	46A Warren St., Roxbury, MA 02119
New China Pagoda	52 Beach St., Boston, MA 02111
New Far East	354 Chestnut Hill Ave., Brookline, MA 02146
New Garden	250 Chestnut St., Needham, MA 02192
New Moon	95 Revere Beach Pkway., Medford, MA 02155
Niihau	753 Granite St., Braintree, MA 02184
Ocean Kai North	1306 Columbia Rd.



Ocean Kai	300 Lincoln St., Hingham, MA 02043
Oriental Villa	625 Washington St., Weymouth, MA 02188
Pacific Gate	Sudbury Plaza, Rt. 20, Sudbury, MA 01776
Pacific Hut	Burlington Mall, Burlington, MA 01803
Pacific Hut	West Gate Shopping Center, Brockton, MA 02401
Pagoda Luau	413 Worchester Rd., Framingham, MA 01901
Pearl Island	360 Cambridge St., Woburn, MA 01801
Peking Garden	27 Waltham St., Lexington, MA 02173
Peking House	56 Warren St., Roxbury, MA 02111
Peking on the Fresh Pond	307 Fresh Pond Pkwy, Cambridge, MA
Peking on the Mystic	66 High St., Medford, MA 02155
Polynesian Island	146 Boylston St., Boston, MA
Royal Luau	77 Pond Ave., Brookline, MA 02146
Royal Pacific	333 Washington St., Brighton, MA 02135
Sam Wong	899 Plymouth Ave., Fall River, MA 02921
Sar Ho Village	746 Nantasket Ave., Hull, MA 02045
Seven Seas	383 Memorial Ave., W. Springfield, MA 01089
Seventy Restaurant	70 Beach St., Boston, MA 02111
Shanghai	21 Hudson St., Boston, MA 02111
Shanghai Gardens	1705 Beacon St., Brookline, MA 02146
Shanghai Village	434 Mass. Ave., Arlington, MA 02174
Song Hee	58 Beach St., Boston, MA 02111
Soo's Restaurant	344 Elm St., Westfield, MA 01085
South China	431 Bedford St., Bridgewater, MA 02324
South Island	12256 Ocean St., Marshfield, MA 02050



South Pacific	275 Eastern Ave., Malden, MA 02148
South Seas	21 Harrison Ave., Boston, MA 02111
Speedy Wong's	242 Bunker Hill St., Charlestown, MA 02129
Su Shiang	158 Prospect St., Cambridge, MA 02139
Sun Toy	274 Washington St., Weymouth, MA 02188
Sun Luck	184 Cambridge St., Boston, MA 01803
Sun Tuey	138 Cambridge St., Boston, MA 02134
Tahiti	540 Provident Highway, Dedham, MA 02026
Tai Hong	101 Lynnfield St., Lynn, MA 01904
Tai Tung	227 Harrison Ave., Boston, MA 02111
Tai Wan	469 Blue Hill Ave., Roxbury, MA 02119
Temple Gardens Inc.	1900 Mass. Ave., Cambridge, MA 02139
Tiki Hut	10 Tyler St., Boston, MA 02111
Toa Toa	270 Parsons St., Brighton, MA 02135
Toi Toi	196 Border St., E. Boston, MA 02128
Tong Bo	469 Blue Hill Ave., Roxbury, MA 02119
Trade Winds	24 Elliot St., Newton, MA 02158
Trader Vic's	Statler Hilton Hotel, Park Sq., Boston, MA 02116
Wah Sun	265 Main St., Brockton, MA 02401
Wee Leo Chinese Food	2322 Mass. Ave., Cambridge, MA 02139
Wing's	408 Broadway, Chelsea, MA 02150
Won Wah Restaurant	914 Morton St., Dorchester, MA 02122
Won Won	129 Jersey St., Boston, MA 02215
Wong's Chateau	797 Main St., Winchester, MA 01890
Wong's Village	480 Cambridge St., Boston, MA 02111
Yee Village	400 Highland Ave., Somerville, MA 02143



Yellow Dragon	679 Canterbury St., Foslindale, MA 02131
Yem Mee	2036 Comm. Ave., Auburnadale, MA 02166
York Wong	122 Rockdale Ave., New Bedford, MA 02748
Young and Yee	27 Church St., Cambridge, MA 02139
Young China	1606 Acushnet Ave., New Bedford, MA 02946





Appendix II B

Chinese Food Wholesalers  
in Boston Chinatown (1977)



Chinatown Food Wholesale Companies

<u>Meat</u>	<u>Seafood</u>	<u>Dry Foods</u>	<u>Vegetables</u>	<u>General Supplies</u>	<u>Cleaning</u>	<u>Paper Product</u>	<u>Liquor</u>
Agar Supplies	Stavis	Samual Kurr	Curry Brothers	Morris Gordon	Standard Dowd Linen	Banded Liquor	
Benjamin White	Baystate Lobster	New England food	Al Curry	Regie Wong	Crown Linen	Hatfield	Boston Beverage
McKinnon and McKenzie	Commercial Lobster	Kane Miller	Son Valley	James Cook N.Y.	Waltham Paper	McKenssen Liquor	
Star Provisions	Ipswitch Shellfish	Tung Hing Lung	Leeloy Farms	Seidman and Son	Merchants Paper	White-Hall Liquor	
Caldarone and Son	Naprure Lobster	Sun Sun Groceries	Lowell Brothers Bailey		Atlas Paper	Federal Distille	
Mayflower Poultry	Crocker and Windsor	Sea Sun Groceries			Raymon Wong	Mooney Liquor	
	James Hook	Wing Chuen			Ralph Yee Paper	Premium Beverage	
					Arrow Paper	Atlas Liquor	
					Charles Gilman and Son	Ruby Wine	
					Sea Paper		
					S.S. PS.		
					United Paper		



Appendix III

Garment Wholesalers in Boston Chinatown

and

Leather District

(1977)



Garment Wholesalers in Boston Chinatown & Leather District

- |     |   |                         |
|-----|---|-------------------------|
| 1.  | A & F Leather Inc.<br>75 Kneeland St.                     | Whol                    |
| 2.  | Apparel Industries of New England Inc.<br>75 Kneeland St. | Whol                    |
| 3.  | Arrow Dress Co. Inc.<br>75 Kneeland St.                   | Whol                    |
| 4.  | Bartlett Coppinger Maloon Co.<br>105 Kingston St.         | Dry gds whol            |
| 5.  | Bennett Samuel Co.<br>75 Kneeland St.                     | Women's clo whol        |
| 6.  | Chadis Charles Inc.<br>75 Kneeland St.                    | Whol women's clo        |
| 7.  | Clement Textile Inc.<br>54 Kneeland St.                   | Dry gds whol            |
| 8.  | Distinctive Coat Co.<br>75 Kneeland St.                   | Whol                    |
| 9.  | Dixon Agnes<br>75 Kneeland St.                            | Women's clo whol        |
| 10. | Esquire Neckwear Inc.<br>80 Kingston St.                  | Mfrs and whol           |
| 11. | Fainart Textiles<br>61 Kneeland St.                       | Dry gds whol            |
| 12. | Fawcett Frederick J. Inc.<br>129 South Street             | Whol linen              |
| 13. | Fitwell Dress Co. Inc.<br>35 Kneeland St.                 | Whol                    |
| 14. | Fitzgerald Percy Inc.<br>33 Kingston St.                  | Hats and caps whol      |
| 15. | Flair of Boston Inc.<br>75 Kneeland St.                   | Women's clo whol        |
| 16. | G & L Mfg. Co. Inc.<br>109 Kingston St.                   | Women's clo whol & mfrs |





17.	Higrade Thread Co. 109 Kingston St.	Whol thread
18.	Holsberg Saml & Co. Inc. 88 Kingston St.	Men's clo whol
19.	Horns of Boston 75 Kneeland St.	Ladies apparel whol
20.	Hub Dry Goods Co. Inc. 129 Kingston St.	Whol
21.	Jennings Linen Co. Inc. 120 Kingston St.	Whol dry gds
22.	Jordy's Coat Corp. 75 Kneeland St.	Whol
23.	Katz Simon Co. 65-67 Kneeland St.	Cotton gds whol
24.	Kay-Warner Sportswear Inc. 75 Kneeland St.	Whol
25.	Koplow Trimming Co. Inc. 29 Kneeland St.	Whol sls-trimmings
26.	Larrimore Sportswear Co. Inc. 75 Kneeland St.	Whol
27.	Lea Carr Sportswear 15 Kneeland St.	Whol
28.	Lubovsky H. Inc. 195 South St.	Women's shoe whol
29.	Margil Jerry Sportswear Co. 75 Kneeland St.	Whol
30.	Miller Furs 75 Kneeland St.	Whol
31.	North End Fabrics 31 Harrison Ave.	Whol and ret
32.	Novack M. & Sons 62 Harrison Ave.	Woolens whol



33.	Sabina Sportswear 75 Kneeland St.	Whol
34.	Scott Robert Ltd. 109 Kingston St.	Whol sweaters
35.	Sherwood Sportswear Co. 125 Kingston St.	Whol
36.	Shuman Sales Co. 197 South St.	Whol shoes
37.	Sophia Dress Co. 33 Harrison Ave.	Whol
38.	Sparrow Chisholm Co. 120 Kingston St.	Whol dry gds
39.	Stylecraft Sportswear Inc. 75 Kneeland St.	Whol
40.	Tammy Sportswear Corp. 109 Kingston St.	Whol clo
41.	Triangle Dress Inc. 75 Kneeland St.	Whol clo
42.	Tru-Tone Dress Co. 75 Kneeland St.	Women's whol
43.	Walter Saul Co. Inc. 75 Kneeland St.	Children's clo whol

Source: R.L. Polk 1977



Appendix IV

Garment Manufacturers in Boston Chinatown  
and  
Leather District  
(1977)



Garment Manufacturers in Boston Chinatown & Leather District

- |     |  |                      |
|-----|--|----------------------|
| 1.  | Allied Leather Co.<br>209 South St.                          | Leather mfrs         |
| 2.  | Baron-Abramson Inc.<br>15 Kneeland St.                       | Women's clo mfrs     |
| 3.  | Bedford Cloak & Suit Co.<br>80 Kingston St.                  | Mfrs                 |
| 4.  | Berke Sumner Inc.<br>15 Kneeland St.                         | Men's clo mfrs       |
| 5.  | Bob Minsky<br>75 Kneeland St.                                | Mfrs agt             |
| 6.  | Boyar Leather Goods Manufacturing Co.<br>39 Kingston St.     | Mfrs                 |
| 7.  | Car-Mal Sportswear Inc.<br>35 Kneeland St.                   | Mfrs                 |
| 8.  | Champion Glove Mfg Co.<br>88 Kingston St. & 100 Kingston St. | Glove mfrs           |
| 9.  | Debby Mfg Inc.<br>15 Kneeland St.                            | Mfrs ladies garments |
| 10. | Dexter Sportswear Inc.<br>15 Kneeland St.                    | Men's clo mfrs       |
| 11. | Donna Louise Inc.<br>15 Kneeland St.                         | Blouse mfrs          |
| 12. | Drago Inc.<br>15 Kneeland St.                                | Hse apron mfrs       |
| 13. | Eastern Textile Corp.<br>44 Kneeland St.                     | Textile mfrs         |
| 14. | Forest Sportswear Mfrs Co. Inc.<br>75 Kneeland St.           | Mfrs men's & women's |
| 15. | Fraticelli Blouse Inc.<br>75 Kneeland St.                    | Mfrs                 |
| 16. | Geist Herman Inc.<br>15 Kneeland St.                         | Blouse mfrs          |





17.	George's Mfg Co. 35 Kneeland St.	Mfrs jr sportswear
18.	Gorday Products 137 South St.	Shoe mfrs gds
19.	Henry Carol Blouse Co. Inc. 75 Kneeland St.	Blouse mfrs
20.	Herman Geist Inc. 35 Kneeland St.	Mfg women's clo
21.	Jaton Corp. 68 Harrison Ave.	Women's clo mfrs
22.	Kaufman H. Cap Co. 19 Kingston St.	Mfrs
23.	Lady in Waiting Maternity Lingerie 35 Kneeland St.	Mfrs
24.	Lady Jane Apparel Inc. 40 Harrison Ave.	Mfrs
25.	Ma-Zel Sportswear Mfg Inc. 15 Kneeland St.	Ladies clo mfrs
26.	Martin Rudy & Co. Inc. 75 Kneeland St.	Sportswear mfrs
27.	Montclair Sportswear 43 Kingston St.	Mfrs
28.	National Hollis Dress Mfg Co. 75 Kneeland St.	Mfrs
29.	New England Bias Binding Inc. 33 Harrison Ave.	Mfrs
30.	Oxford Cap Co. 19 Kingston St.	Mfrs
31.	Parlane Sportswear Co. Inc. 68 Harrison Ave.	Dress mfrs
32.	Perlin-Goodman Corp. 75 Kneeland St.	Mfg men's clo



33.	Personal Sportswear Corp. 33 Harrison Ave.	Skirt mfrs
34.	Plymouth Garment Co. Inc. 75 Kneeland St.	Dress mfrs
35.	Royal Modes Inc. 75 Kneeland St.	Women's clo mfrs
36.	Sanmor Mfg Co. Inc. 15 Kneeland St.	Blouse mfrs
37.	Shore and Singer Inc. 109 Kingston St.	Mfrs neckwear
38.	Singer Cravats 109 Kingston St.	Mfrs
39.	Staple Belt Co. 35 Kneeland St.	Mfrs
40.	State Pleating Co. Inc. 35 Kneeland St.	Mfrs pleating & stitchi
41.	Vanity Dress Inc. 75 Kneeland St.	Women's clo mfrs
42.	Victor Bias Binding Co. 35 Kneeland St.	Mfrs
43.	Weinberg Coat Co. 75 Kneeland St.	Ladies coats mfrs

Source: R.L. Polk 1977



Appendix V

Some Development Potentials

(1977)



## DEVELOPMENT POTENTIAL LIST

### Land Development (see map 2)

- ⑥ Garment District Redevelopment
- ⑥ Leather District Redevelopment
- ⑥ Combat Zone Super Block (No. 6)
- ⑥ State Transportation Center (No. 9)
- ⑥ Central Artery Resurfacing (No. 8)
- ⑥ Mass. Turnpike Platform
- ⑥ Redevelopment of CMA Property
- ⑥ Chinese Cultural Center

### Housing Development (see map 2)

- ⑥ Edinboro Street Project Area (No. 1)

#### Parcels A-G

- ⑥ Tufts New England Medical Center (No. 5)  
Parking Lot
- ⑥ Christian Church Site (No. 4)
- ⑥ Harrison Ave./Tyler Street Development (No. 3)
- ⑥ Bay Village (No. 10)
- ⑥ Castle Square (No. 11)





### Industrial Development

- ⑥ Garment District Shops Buy-out
- ⑥ Leather District Shops Buy-out
- ⑥ Technical Innovation Center, MIT Ventures
- ⑥ Technical Development Corporation Ventures
- ⑥ Nat. Development Council Ventures
- ⑥ Construction Co.
- ⑥ Advanced Electronics, Inc. (No. 2)
- ⑥ Medium Technology Industry Location
- ⑥ Food Production

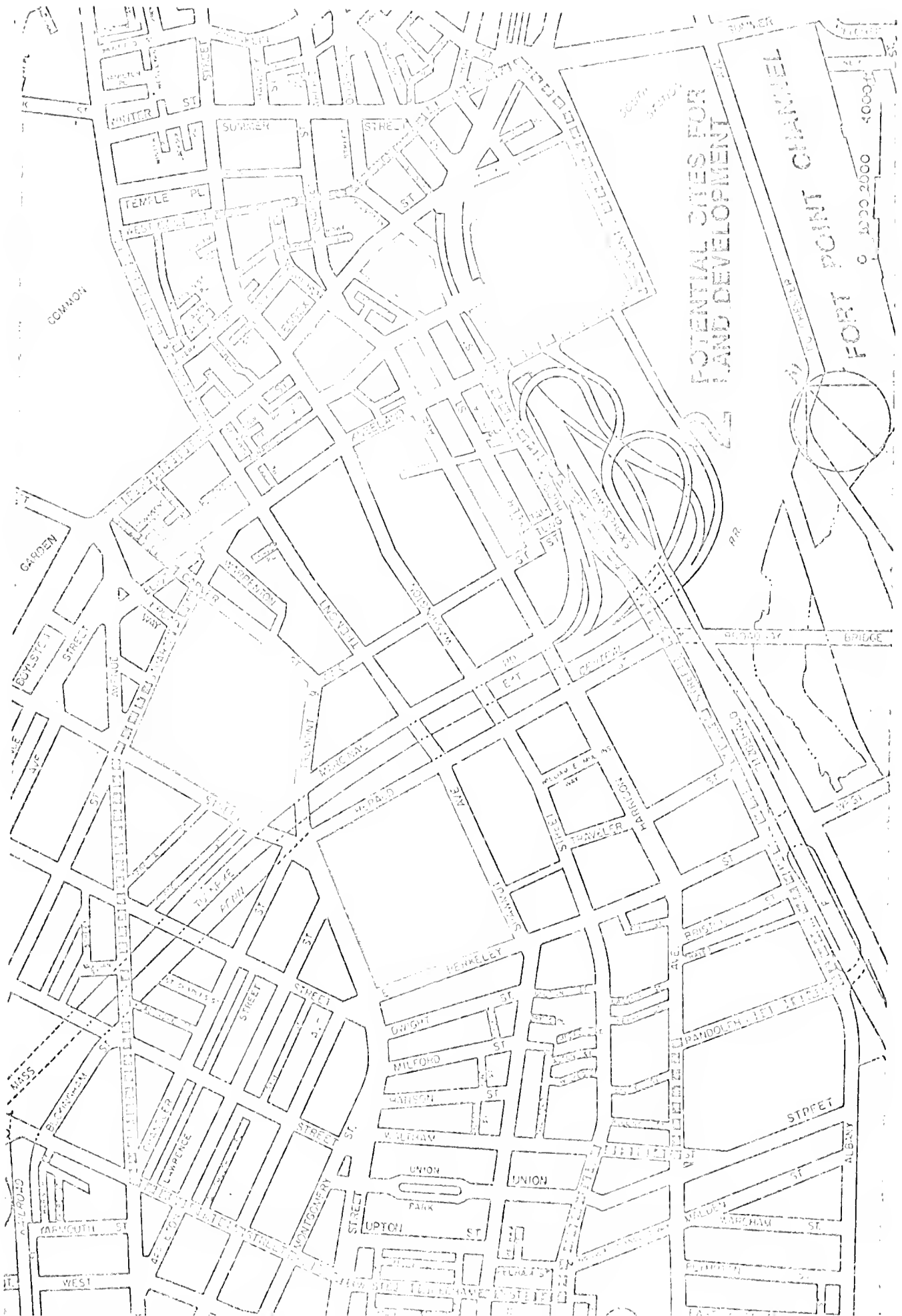
### Commerical Development

- ⑥ Food Wholesaling
- ⑥ Food Processing
- ⑥ Fast Food Distribution
- ⑥ Training Company
- ⑥ Central Garbage Collection
- ⑥ Restaurant Maintenance

### Financial Development

- ⑥ Small Business Investment Corporation
- ⑥ Limited Small Business Investment Corporation  
(formerly Minority Enterprise Small Business Investment Corporation)
- ⑥ Small Business Administration, Local Development Co.
- ⑥ Economic Development Administration, Local Development Co.
- ⑥ Small Business Administration Leasing Corporation
- ⑥ Commercial Bank or Thrift Institution





POTENTIAL SITES FOR  
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